

CHICAGO INFRASTRUCTURE TRUST  
BOARD OF DIRECTORS MEETING  
BEFORE:

CHAIRMAN KURT SUMMERS

MS. LESLIE M. DARLING

MR. TOM BUDESCU

MR. GEORGE MARQUISOS

MS. PHOEBE DOWNEY

MS. PATRICIA DOMINGUEZ

MR. CARL LINGENFELTER

MR. JASON ERVIN

MS. DEBRA A. CAFARO

MS. ELIZABETH COOLIDGE

MR. MICHAEL SCOTT, JR.

MS. MARY SUE BARRETT

MR. RALPH AFFRONTI

MR. JAMES M. SWEENEY (via telephone)

ALSO PRESENT:

MS. DENISE CASALINO

MR. DAVID REYNOLDS

DEPUTY CHIEF KEVIN JOHNSON

DISTRICT CHIEF JOSH DENNIS

The meeting of the Chicago  
Infrastructure Trust, before the Chicago  
Infrastructure Trust Board of Directors, taken  
before Julie Walsh, CSR, and notary public of  
Lake County, Illinois, on the 11th day of  
December, 2018, at the Metropolitan Planning  
Council, 140 South Dearborn Street, Suite 1400,  
Chicago, Illinois, pursuant to notice.

REPORTED BY: JULIE WALSH, CSR

LICENSE NO: 084-004032

1 (Whereupon the meeting  
2 commenced at 10:13 a.m.)

3 CHAIRMAN SUMMERS: We are going to get  
4 started. We have a couple of folks yet to join  
5 us that are coming from other commitments. Thank  
6 you to everyone for being here. And then were we  
7 able to get Jim on the phone?

8 MS. DARLING: Yes, Jim is on the phone.

9 CHAIRMAN SUMMERS: We have Jim on the phone.

10 MR. SWEENEY: Yes.

11 CHAIRMAN SUMMERS: Joining us from a place  
12 probably warmer than Chicago. All right. So  
13 let's just dive right in.

14 MS. DARLING: Yes.

15 CHAIRMAN SUMMERS: Okay. Let's just start  
16 with the meeting minutes from the July 17th board  
17 meeting. Those have been sent to everyone.  
18 Hopefully you have had a chance to review and if  
19 there are no issues with them, happy to entertain  
20 a motion to approve them.

21 MS. CAFARO: I'll move it, Mr. Chairman.

22 MR. LINGENFELTER: Second.

23 CHAIRMAN SUMMERS: Motioned and second by  
24 Cafaro and Lingenfelter. All in favor?

1 (Chorus of ayes.)

2 CHAIRMAN SUMMERS: Any opposed?

3 (No response.)

4 CHAIRMAN SUMMERS: Motion passes. Next we  
5 are going to talk about 2019 meeting dates.

6 MS. DARLING: Good morning, everybody.  
7 Thank you all for being here. I realize that  
8 scheduling end-of-year meetings is very  
9 challenging. And so, Jim, we appreciate that for  
10 your first meeting you are able to participate at  
11 least by phone. And originally this meeting we  
12 -- was tentatively scheduled for tomorrow which  
13 turned out conflicted with City Council and so we  
14 moved it to today. So I appreciate you  
15 attending.

16 As you know we are attempting to work  
17 with you and your offices to get meeting dates  
18 for first or second quarter next year. Our  
19 priority will be to make sure that we hear our  
20 audit as soon as it is ready. So we are looking  
21 at some April meeting dates. We know that  
22 conflicts with some people's spring break so we  
23 are trying to get everybody -- a date that works  
24 for everybody or at least as close as we can to

1 it. So if you haven't already, please continue  
2 to work with Patty on scheduling. And to many of  
3 you who have been participating in that tough  
4 scheduling process, we appreciate it and we'll  
5 try and get some dates finalized very soon.

6 So I wanted to give a special welcome  
7 as we start our operations update to our two  
8 newest board members. As you all know we went  
9 through a process recently where all of our board  
10 members were reappointed by the Mayor and  
11 approved by City Council. And so we are grateful  
12 for those of you who are continuing, for your  
13 continuing service.

14 And I wanted to give a special welcome  
15 to Jim Sweeney on the phone who is head of Local  
16 150, Operating Engineers, and we are thrilled to  
17 have him. He is taking the board seat that was  
18 formerly held by Jorge Ramirez. It is a seat  
19 that is specifically held for labor, and we could  
20 not be more pleased to be working with Jim and  
21 have him on our board. So welcome to you, Jim.

22 And also to Beth Coolidge who is the  
23 head of the midwest office of UBS, head of Public  
24 Finance. And we are thrilled to have her

1 experience and depth and breadth of community  
2 service and are pleased to welcome her to the  
3 board as well.

4 So I know our fellow board members I  
5 hope you will all get to know our new board  
6 members and we look forward to working with you  
7 all in the new year. So perhaps we could do just  
8 a quick round of introductions. Ralph, you can  
9 go ahead and start.

10 MR. AFFRUNTI: Ralph Affrunti, Chicago and  
11 Cook County Building Trades.

12 MS. BARRET: Mary Sue Barret, I'm with the  
13 advisory board. I'm President of the  
14 Metropolitan Planning Council.

15 ALDERMAN SCOTT: Alderman Michael Scott,  
16 Jr., 24th Ward.

17 MS. COOLIDGE: Beth Coolidge, new board  
18 member. Head of Midwest Public Finance at UBS.

19 MR. LINGENFELTER: Carl Lingenfelter at  
20 Northern Trust.

21 MS. CAFARO: Debra Cafaro, Chairman and CEO  
22 of Ventas.

23 CHAIRMAN SUMMERS: Kurt Summers, City  
24 Treasurer.

1 MS. DARLING: Alderman Ervin.

2 ALDERMAN ERVIN: Jason Ervin, Alderman, 28th  
3 Ward.

4 MS. DARLING: And then just so everybody  
5 knows everyone, if perhaps the CIT staff could  
6 introduce themselves as well. Tom.

7 MR. BUDESCU: Sure, Tom Budescu.

8 MR. MARQUISOS: George Marquisos.

9 MS. DOWNEY: Phoebe Downey.

10 MS. DOMINGUEZ: Patricia Dominguez.

11 MR. MATUSZAK: Hi, Pete Matuszak with the  
12 City Treasurer's Office.

13 MS. DARLING: So thank you and welcome to  
14 everybody. Since we last met we continue to have  
15 an extraordinarily busy and productive time for  
16 the CIT. I would say we are absolutely fully  
17 deployed between the O'Hare Express Project  
18 agreement negotiation and the continuation of  
19 assisting CDOT with Smart Lighting. George has  
20 been putting in a tremendous amount of resources  
21 and time working on ComEd rebates and ComEd  
22 issues with the Smart Lighting Project, managing  
23 the procurement around the Public Safety Training  
24 Academy which we'll update you on later today,

1 and launching the procurement for ground-mounted  
2 solar.

3 To say this team has been hard working  
4 would be an understatement. I realize I say that  
5 every time we meet, but everybody is working very  
6 hard. These past few months at the CIT have been  
7 incredibly intense and I am thankful for your  
8 support as a board, but primarily to the CIT team  
9 who has really been putting a tremendous effort  
10 to the accomplishments that we are going to talk  
11 about today.

12 I do want to have a brief shout out to  
13 Phoebe Downey our project associate. She has  
14 stepped up incredibly to run the Solar  
15 Ground-Mount Project and we are incredibly lucky  
16 to have Phoebe on our team. She will be taking a  
17 brief hiatus as she will be welcoming a new baby  
18 into her family in early January. We are on our  
19 final countdown and hoping we can have her for a  
20 few more weeks until the baby comes, but I know  
21 you will join me in wishing her and her husband  
22 well on their new arrival in the next few weeks.

23 So and Patty Dominguez is our Director  
24 of Operations, and has been working incredibly

1 hard on our year-end financials, the budget  
2 issues. We are preparing to close our books as  
3 early as possible which for a nonprofit can be  
4 challenging to get those closed early. And she  
5 has been working with our independent auditor at  
6 Benford Brown to get ready to launch our audit as  
7 early as possible in the new year. We are  
8 working on getting that on the schedule and we  
9 want to have the audit complete in Q2 in time for  
10 our next board meeting so that you all can vote  
11 on it then and we can file our taxes. So that's  
12 been going very well.

13 But she is also, in addition to that,  
14 been managing our health benefits and open  
15 enrollment. And so we are grateful to Patty for  
16 all the effort she has been putting in.

17 I would be remiss finally if I did not  
18 personally thank Tom and George whose efforts  
19 literally know no bounds. They have been  
20 tireless. Tom in managing the O'Hare Express  
21 Program and all its million moving parts. And to  
22 George leading the efforts on the Public Safety  
23 Training Academy to make sure we are delivering  
24 this really complex project and helping it move



1 forward everyday. And so I just wanted to thank  
2 everybody and that kind of covers our brief  
3 operations update.

4 And, Mr. Chairman, if it's all right  
5 with you, I think we should move into the  
6 operating budget.

7 CHAIRMAN SUMMERS: Sounds like a plan. I  
8 think everyone has a copy in front of them and we  
9 will have it on the screen.

10 MS. DARLING: You should have a copy in  
11 front of you and you received this also under  
12 separate cover in time for you to have a close  
13 review of the budget. These are our unaudited  
14 actuals through October 2018. As you can see we  
15 continue to work hard to provide a lot of value  
16 for the city; but we operate very, very lean. We  
17 work to accomplish a great deal with very little  
18 financial resources.

19 When I came to the organization in  
20 2015, the organization was pursuing a great  
21 number of small projects and we have grown into  
22 an agency that is trusted and relied upon to  
23 handle the city's most visionary infrastructure  
24 projects. So we created a great tool for the

1 city to utilize now and in the future and we  
2 continue to serve as a specialized resource.

3 I am happy to answer any questions  
4 that you may have on the budget.

5 MS. CAFARO: Leslie, excuse me. So the  
6 line, first grade line is really total revenue?  
7 That's how I should be interpreting it?

8 MS. DARLING: Yes.

9 MS. CAFARO: Okay. And the budget on the  
10 right is the full year budget?

11 MS. DARLING: The full 2019 budget.

12 MS. CAFARO: Got it. Okay. So we are  
13 running ahead on expenses?

14 MS. DARLING: We are.

15 MS. CAFARO: So that's -- and on on revenue?

16 MS. DARLING: Uh-huh. And we finalized our  
17 grant agreement for 2019. That's already  
18 complete.

19 MS. CAFARO: Thank you.

20 CHAIRMAN SUMMERS: Other questions about the  
21 budget? I know everybody has had a chance to  
22 review and probably separately have asked Leslie  
23 questions about it. Okay. I think we will do  
24 just the package at the end so we'll just keep

1 going.

2 MS. DARLING: Sure. So for the O'Hare  
3 Express System we wanted to give you all an  
4 update as to where we are in the progress working  
5 towards a project agreement with The Boring  
6 Company.

7 As you know, for those of you who were  
8 with us last time, we spent a greet deal of time,  
9 we invited the Chief Engineer from CDOT, Dan  
10 Burke, to join us and had a very good  
11 conversation about moving that project forward  
12 and we appreciated your support on it.

13 As you recall, this is a  
14 design/build/finance/operate/maintain business  
15 model and the vendor is taking on the full risk  
16 of the project. It will be funded entirely by  
17 The Boring Company as the developer of the  
18 project and will not rely on any city or  
19 government funds for the building or the  
20 operations or the maintenance of the system.

21 As you recall, we asked in our  
22 proposal documents for the system to go between  
23 downtown and O'Hare in 20 minutes or less and  
24 with trips departing every 15 minutes. And as

1 has been widely reported and you're aware, The  
2 Boring Company has said that they can do the trip  
3 in 12 minutes and will depart every 30 seconds to  
4 2 minutes. Obviously the goal is to mitigate  
5 congestion and foster economic growth as the  
6 Mayor has spoken about many times, tying the two  
7 economic engines of the City of Chicago of O'Hare  
8 and the loop together.

9 I do want to ask Tom, who has really  
10 been doing an amazing job at quarterbacking this  
11 whole process, if he could give a quick update on  
12 where we are.

13 MR. BUDESCU: Sure. Thank you. So, you  
14 know, I think the first thing to remember that we  
15 are still currently engaged in an active  
16 procurement. And I think we went through part of  
17 this in our previous meeting, but to refresh  
18 everybody's memory the CIT on behalf of the city  
19 and in coordination with the city issued the RFQ  
20 on November I think it was actually 29th, 2017.

21 On February 5th we received 4  
22 statements of qualification from interested  
23 bidding teams. In March we short listed 2 teams,  
24 The Boring Company and O'Hare Express, L.L.C.,

1 and both of those teams responded to an RFP that  
2 was issued 2 days later.

3 The proposals came in on May 18th.  
4 After the evaluation of the proposals, The Boring  
5 Company was invited into contract negotiations in  
6 June of 2018.

7 The kind of unique aspect of this  
8 project that we had two teams bidding on very  
9 different technology and approaches to the  
10 project, one with an underground tunnel while the  
11 other with a surface solution; made us work with  
12 the city to come up with a different type of  
13 approach to the procurement where certain things  
14 on the definition of the commercial and legal  
15 framework and the technology and technical  
16 specifications were deferred into the  
17 negotiations period to be resolved prior to  
18 introduction to City Council. And that's what we  
19 have been working with The Boring Company since  
20 June.

21 There has been a number of different  
22 work strains associated with the project as we  
23 have been advancing to better define the  
24 transaction and concurrently progress the

1 technical and regulatory processes to really  
2 effectively facilitate the transaction if it  
3 moves forward.

4 So from the contract negotiations we  
5 have been working with the city and The Boring  
6 Company to develop a fully fledged legal and  
7 commercial framework to progress to City Council.  
8 Given the unique aspects of the project, there is  
9 no existing template or precedent to sort of  
10 immediately build off of; but we have been  
11 working really hard for a while now and we are  
12 feeling very confident that the project agreement  
13 is getting to the point of refinement and very  
14 much will be consistent with the procurement  
15 goals and we believe will represent a really  
16 exciting opportunity for the city.

17 CHAIRMAN SUMMERS: Tom, can you remind  
18 everyone just sort of big picture; size, scope of  
19 the project itself, dollar size and so forth.

20 MR. BUDESCU: Yes, so I think that's still  
21 to be refined, but we're expecting it to be less  
22 than a billion dollars. It is a, to Leslie's  
23 point, a design/build/finance/operate and  
24 maintain. So The Boring Company will be

1 responsible for all aspects of the delivery of  
2 the project.

3 And I think the other thing that I'll  
4 touch on now that they are taking responsibility  
5 for both financially and contractually as well  
6 that is a bit unorthodox is the progression of  
7 the Federal Environmental Regulatory processes.

8 So often developers that seek to enter  
9 into these types of projects will not be willing  
10 to put forth the financial resources to progress  
11 the project unless there is already an existing  
12 certainty regarding the Federal Environmental  
13 approvals. In this case, again, stemming to the  
14 fact that we are looking at various different  
15 alignments and solutions, the environmental  
16 process was deferred until there was actually a  
17 better project definition based off of the  
18 selection of the winning bidder -- or not  
19 winning, but the preferred bidder based off of  
20 the initial proposals.

21 As we have been working with The  
22 Boring Company, we have commenced the NEPA  
23 process with the Federal Regulators and they are  
24 the ones that are responsible for advancing that

1 as well, not just the  
2 design/construction/financing and operations of  
3 the project. So that's been another work strain  
4 that we have spent a lot of time with CDOT and  
5 The Boring Company coordinating the documentation  
6 with the Federal Agencies responsible for the  
7 regulatory approval.

8 So it's been a very busy five or six  
9 months as we kind of progress all these things  
10 and want to have a very well-defined project to  
11 present publicly to the City Council for their  
12 review and consideration.

13 And so the contract negotiation has  
14 been a part of that, sort of defining the legal  
15 and commercial framework. The environmental  
16 process has been a part of it.

17 Then there is also the other general  
18 project design and definition where the city and  
19 the CIT have worked in coordination with The  
20 Boring Company to provide them really a large  
21 scale amount of information on historical  
22 geotechnical data in downtown and along the  
23 proposed corridors, as-built drawings for various  
24 bridges, roads infrastructure, underground



1     utilities, abandoned freight tunnels. All these  
2     things that we take for granted, but that exist  
3     both at the surface and go below it or just below  
4     the surface that you never see that sort of feed  
5     into the final design and construction of the  
6     project.

7             And so it's -- those have kind of been  
8     the big three work strains. And I think we're  
9     getting pretty far along in that process thanks  
10    to the hard work of The Boring Company; but also  
11    CDOT, the CTA, the Mayor's Office and the Law  
12    Department and a lot of other partners that are  
13    working with us to sort of get all the  
14    information we need, get all the questions  
15    answered and help progress really the full  
16    parameters of this project.

17            So that's kind of where we are right  
18    now. And I think it's been a busy process, but  
19    one that I think has provided a lot of great  
20    information and I think we hope to advance soon.

21            CHAIRMAN SUMMERS: Any other.

22            MS. CAFARO: Thank you, Tom.

23            CHAIRMAN SUMMERS: Any other questions for  
24    Tom or Leslie? Okay. We'll move on to the next

1 project.

2 MS. DARLING: Okay. Now we are going to  
3 talk about the Joint Public Safety Training  
4 Academy Project and we have a number of special  
5 guests that are here to join us and talk about it  
6 with us. Maybe if some of you could move to the  
7 chairs behind Ralph or join us at the table if  
8 there are a couple of chairs available.

9 So we have been talking about this  
10 project for some time, but as a reminder this is  
11 a new combined Public Safety Training Academy for  
12 both the fire department and the police  
13 department and EMT's. We will be working with  
14 our clients at the Department of Fleet and  
15 Facility Management as our lead client, but also  
16 with CPD and CFD to design new state-of-the-art  
17 training facilities.

18 This is a design/build procurement.  
19 At a certain point we looked at a  
20 design/build/finance; but we were asked to  
21 procure just a design/build by the city. And so  
22 we at this point, as you know, the AECOM Joint  
23 Venture and Denise Casalino who is the Senior  
24 Vice President of AECOM has joined us, and they

1 have been invited to move to the next stage of  
2 the procurement which is to work with us on a  
3 collaborative design process and work to get a  
4 defined scope and budget or at least move the  
5 scope as far as we can and then bring a project  
6 agreement to City Council. So, Denise, thank you  
7 for joining us today.

8 And then our clients, I would like to  
9 introduce we have Commissioner David Reynolds,  
10 who is the Commissioner of the Department of  
11 Fleet and Facility Management. So he is not only  
12 our client on this, but also our relocation of  
13 2FM project. We have worked with him closely on  
14 Retrofit One and it seems that David and I spend  
15 a lot of time together working on a lot of  
16 projects together. And I am thrilled to welcome  
17 both Chief Johnson who is the head of training  
18 and Deputy Chief at the Chicago Police Department  
19 and also Deputy Chief Josh Dennis and Chief of  
20 Staff at the Chicago Fire Department. So we  
21 welcome you all today and appreciate you taking  
22 the time to join us this morning.

23 So just to go back, this is a targeted  
24 infrastructure investment on a new campus on West

1 Chicago Avenue, 4901 West Chicago Avenue in the  
2 West Garfield Park Community in the 37th Ward,  
3 but we are working with all of the elected  
4 officials on the west side on this important  
5 infrastructure project.

6 We have talked previously but will  
7 talk again today now that the AECOM Joint Venture  
8 has been announced as moving it forward in the  
9 next stage of the procurement to talk a little  
10 bit about their MBE/WBE team members and  
11 commitment and workforce development commitment.

12 Also, as you know, AECOM is also the  
13 developer on the 2FM relocation facility. So  
14 they are working on those three facilities as  
15 well and we are going to have an update on that  
16 later. So we will ask Denise to stay and she can  
17 give us a really nice update of where we are on  
18 that project which has gone very, very well. So  
19 thank you all for being here.

20 George, do you want to talk a little  
21 bit about our procurement process?

22 MR. MARQUISOS: Sure. So this project has  
23 been talked about for many years, and the need is  
24 really apparent for anyone who's involved at all

1 in the current facilities that we utilize to  
2 train our emergency responders. And so we were  
3 tasked with coming up with the procurement  
4 process and a delivery model that really kind of  
5 maximized the benefit to a significant investment  
6 by the city.

7 And we came up with a somewhat unique  
8 process whereby we were going to invite design  
9 builders to submit their qualifications and their  
10 team, if you will, and what experience they had  
11 to deliver these kind of specialized projects;  
12 and then we would shortlist them and then invite  
13 them to participate in an RFP, but they wouldn't  
14 actually be bidding on a particular project.  
15 Instead they would work as our partners and they  
16 would bring these design expertise to the table  
17 and work collaboratively and iteratively with all  
18 the stakeholders because we felt that the city  
19 really needed some expertise to kind of help  
20 define all their needs and then the  
21 ideally-suited facilities that could go at this  
22 30-acre campus.

23 So I am very pleased to report that  
24 that idea, that concept, that was started

1     probably 18 months ago is now playing out in a  
2     way that I think at least I am very happy about.  
3     I have been honored and one of the cool things  
4     about working at the CIT is I get to witness some  
5     of these really intricate and pivotal kind of  
6     operations in the city. And I have been  
7     fortunate enough to listen to some very qualified  
8     city folks as to how they prepare our workforce  
9     to respond to emergency situations, and they are  
10    complex and broad and diverse. And I have been a  
11    resident here my whole life, but I never thought  
12    of all the things that they are asked to respond  
13    to and be trained for. And it's been very  
14    fascinating to understand the curriculum and the  
15    unique facilities that they need to provide at a  
16    high level.

17                 So we are in the process right now of  
18    meeting with police and fire and really  
19    understanding all their programatic needs, not  
20    just now but their strategy for the future. And  
21    then we have a team of experts that AECOM has  
22    assembled in a team who have done tens if not  
23    hundreds of projects like this both in the U.S.  
24    and around the world. And so I really feel happy

1     that we have this whole notion of what is the  
2     state of the art, what is best practices at the  
3     table. And so it has been a very fruitful, but  
4     we are still in the very preliminary stages of  
5     that process. But I am quite excited about the  
6     way this is playing out, and I am hoping it's  
7     going to yield some very good things for Chicago.

8             And I would invite my colleagues, so  
9     that group right there has been very involved in  
10    this whole process both in the selection of AECOM  
11    and also as we kick off this design development  
12    process which is what we are in the midst of  
13    doing right now.

14            And the goal is to really come back  
15    with a recommendation to the elected officials  
16    and the City Council with basically a project  
17    vision that says this is what we believe you need  
18    and this is what we think should be built in West  
19    Garfield Park on this 30-acre campus and this is  
20    what we are committing it will cost and not to  
21    exceed.

22            And so that's a very tall order, but I  
23    think we have the right team in place to kind of  
24    deliver on that promise.

1 MS. DARLING: So just to address real  
2 quickly how we evaluated the teams. We looked at  
3 a number of items before you here from our guests  
4 and just so you're aware of what the criteria was  
5 that we looked at. This was what we believed to  
6 be a very, very thoughtful process where we asked  
7 the respondents to discuss their design and  
8 construction capability. So their design  
9 experience with designing facilities like this  
10 elsewhere. Construction experience, the  
11 experience of their senior team and who they have  
12 on their team and if they've worked together with  
13 them before.

14 We certainly wanted to prioritize the  
15 project approach and the site plan. These are in  
16 the beginning stages of course right now, but we  
17 wanted to make sure that our partners understood  
18 our goals and objectives for our project and that  
19 would engage with a collaborative and iterative  
20 design process that we believed would be the best  
21 way to deliver this project.

22 We looked at pricing commitments.  
23 Obviously that always has to come into play.  
24 This budget is going to be very tight on this



1 project. So we wanted to work with partners who  
2 understood our constraints.

3 And then obviously the additional  
4 consideration, but very, very important  
5 consideration of diversity participation, track  
6 record on MBE/WBE and local hiring on past  
7 projects and workforce development. And the  
8 development team is the AECOM Joint Venture and  
9 2im Design. Maybe, Denise, could you maybe  
10 introduce and talk a little bit about the members  
11 of your team?

12 MS. CASALINO: Right. So it's a really  
13 diverse team. I think it's going to be a great  
14 team coming together to do this. On the design  
15 side we have several prominent MBE firms working  
16 with us, Architrave and MBE for architecture that  
17 actually will be doing in a manner a protégé  
18 because they really haven't done these type of  
19 facilities before, so these types of buildings.  
20 So that's exciting.

21 2im who is incredible with site design  
22 and storm water management and those kinds of  
23 things which is pretty critical at this site. So  
24 excited to have them on the team.

1           The construction team is a really  
2   great group. It not only has our construction  
3   arm under AECOM, but we have the Bowa Group, GMA  
4   and Berglund as our partners as well as Larry  
5   Huggins is Riteway-Huggins.

6           And the community is something we are  
7   really proud of. We really did some research on  
8   working with the community for this facility and  
9   how important that is going to be. So for not  
10   only workforce development, but just the fact  
11   that this new facility is coming into their  
12   community. So we have engaged the Brown Farmer  
13   Media Group as well as Ernest Sawyer and Urban  
14   Prescriptives. So I think we have a really nice  
15   diverse team that is going to work well with the  
16   community and come up with a great facility.

17          MS. DARLING: So I think we have talked a  
18   little bit about the project progress so far.  
19   George talked about the RFP process generally,  
20   and we have ongoing design development and an  
21   ongoing community outreach.

22                  So at this point I think we --  
23   Alderman Ervin.

24          ALDERMAN ERVIN: Yes, I just had a few

1 questions. Can you go back to the slide with the  
2 JV partners? What are the percentages from the  
3 design side and the construction side in terms of  
4 who these partners have? And on the design side,  
5 who is the MBE's that you have? What qualifies  
6 them as MBE's?

7 CHAIRMAN SUMMERS: Meaning what's their  
8 demographic?

9 ALDERMAN ERVIN: Yes.

10 MS. CASALINO: So Architrave and 2im are  
11 both Hispanic. RM Chin, I believe RM Chin and DB  
12 Sterling -- RM Chin is Asian and DB Sterling I  
13 believe is African American. On the construction  
14 side, Bowa, GMA and Riteway-Huggins are African  
15 American and Berglund is a primary contractor.

16 ALDERMAN ERVIN: And what percentages?

17 MS. DARLING: It's a little soon for that  
18 because the pricing isn't quite settled and the  
19 budget is settled, but you can address your  
20 general percentage commitment.

21 MS. CASALINO: Right. Well, obviously our  
22 goal is 28 and 8 which we are exceeding very well  
23 on our current project. We are still working out  
24 the percentages with Bowa Group and GMA. We're

1     trying to, if everything works out, get them each  
2     up to 10 percent each in the JV, you know, based  
3     on what works financially.

4             And then as far as all the other  
5     design subs, you know, we will exceed the 28 and  
6     8. I'm not sure what those are all going to  
7     break out to yet as we divvy up the design work.

8             ALDERMAN ERVIN: So on the construction side  
9     is that total none -- as far as the AECOM Hunt  
10    portion of it, what portion are you allocating to  
11    the joint venture partners in total?

12            MS. CASALINO: So the way this will work is  
13    we're essentially really all -- we will all be  
14    subcontracting work, right. So AECOM is the  
15    majority followed by Berglund. And then the ten  
16    percent each for GMA and Bowa if that commitment  
17    can work.

18            And then within those goals we will  
19    exceed the 28 and 8 of hiring subcontractors to  
20    do all this work for MBE and WBE.

21            MR. BUDESCU: Denise, so to clarify, the ten  
22    percent is not the subcontract value. That is  
23    really an ownership or equity stake in the actual  
24    construction?

1 MS. CASALINO: Yes, right. Exactly.

2 ALDERMAN ERVIN: So that's 20 percent. What  
3 is the Berglund and what is Riteway-Huggins?  
4 Because you talked about Bowa and GMA. So what  
5 is Berglund and what is Riteway-Huggins?

6 MS. CASALINO: Let's see, I'm trying to  
7 remember. I believe that Riteway-Huggins is part  
8 of it, but he's not a percentage of the JV  
9 ownership. He's one of our major subcontractors  
10 that we will have to the JV.

11 ALDERMAN ERVIN: So why is he up there then  
12 as a joint venture partner if he's not a party to  
13 the joint venture?

14 MS. CASALINO: Well, we just have him listed  
15 as an MBE. He's not part of the JV.

16 MS. DARLING: That's just the construction  
17 team.

18 MS. CASALINO: Right. Correct.

19 ALDERMAN ERVIN: So in essence what you're  
20 telling us is that of the total JV picture that  
21 you are proposing is only 20 percent for MBE at  
22 the JV level; is that a fair statement?

23 MS. CASALINO: Correct.

24 ALDERMAN ERVIN: Why such a small number?

1 MS. DENISE: I mean, we don't want to extend  
2 anybody more than they can do. I mean, that's  
3 only -- that's one part of the picture. There's  
4 the JV picture, but then there is all the MBE and  
5 WBE subs that we will be hiring, that the JV will  
6 be hiring which will well exceed that 20 percent.

7 ALDERMAN ERVIN: I just think that that  
8 number is just kind of low for a JV for a public  
9 safety facility in a predominantly African  
10 American community to say that 20 percent of the  
11 JV. I just think that's a low number. And I  
12 think that you all need to work toward increasing  
13 that percentage of ownership in the project.

14 I actually live in West Garfield Park.  
15 So I think that those two companies, one is from  
16 the west side, one is not. They both have worked  
17 in the community and have very good track  
18 records. And I think that for him to have just  
19 20 percent of this is not overall beneficial of  
20 this project. So hopefully you all can sharpen  
21 your pencils on that. That would be helpful.

22 Furthermore, what is the break out of  
23 the design?

24 CHAIRMAN SUMMERS: Sorry, before we get into

1 the design, there was one question that you asked  
2 that wasn't answered which is the percentage of  
3 the JV that Berglund has. Do you know what that  
4 is?

5 MS. CASALINO: So we are -- I'm trying to  
6 calculate real quick. I'm sorry, because we  
7 still have not finalized everything between what  
8 we are going to do between the 2 of us, but it  
9 will probably be something like 38, 32.

10 CHAIRMAN SUMMERS: So they are sort of, you  
11 know, you guys are the lead?

12 MS. CASALINO: Yes.

13 CHAIRMAN SUMMERS: They're near second.

14 MS. CASALINO: Yes.

15 CHAIRMAN SUMMERS: And are they in terms of,  
16 you know, to the Alderman's question; when you  
17 are figuring out the percentage of the other JV  
18 partners, presumably Berglund is part of that  
19 conversation too?

20 MS. CASALINO: Correct, correct.

21 CHAIRMAN SUMMERS: So it's more than just --  
22 it's not sort of solely in your control.

23 MS. CASALINO: Correct, they are a major  
24 partner.

1           CHAIRMAN SUMMERS: That's a significant  
2 partner that is sort of part of that. I just  
3 wanted to make sure we understood that. And then  
4 before we get to the design side, you mentioned  
5 rightfully that there will be significant  
6 subcontractor participation.

7           MS. CASALINO: Correct.

8           CHAIRMAN SUMMERS: And JV separate and apart  
9 from the JV ownership, right?

10          MS. CASALINO: Correct.

11          CHAIRMAN SUMMERS: Do you have a sense of  
12 what that sort of mix looks like or what your  
13 experience is with that with other projects, what  
14 you would expect to see here?

15          MS. CASALINO: So, yes, let's make it clear  
16 that everybody from the JV will be hiring  
17 subcontractors to do the work. And our goals are  
18 28 and 8 which we expect to exceed.

19          CHAIRMAN SUMMERS: The goals for the  
20 subcontractors?

21          MS. CASALINO: Well, for MBE/WBE  
22 participation on the project.

23          CHAIRMAN SUMMERS: Overall.

24          MS. CASALINO: So 2FM, we are building the 3



1 facilities. We are forecasting to be at about 40  
2 percent MBE and 16 percent WBE when we finish the  
3 project in the next month or so.

4 ALDERMAN SCOTT: And when you say MBE, what  
5 percentage of that is African American? Because  
6 to Alderman Ervin's point being on the west side  
7 being in the East Garfield, West Garfield  
8 community; the more faces of color that are  
9 African American that we see, the better it is  
10 for the outreach that the development team will  
11 be doing. And so what of that number will be  
12 African American?

13 MS. CASALINO: Well, 2FM was predominantly  
14 African American especially in Englewood where  
15 the big facility is.

16 MR. REYNOLDS: The subs are predominately  
17 African American.

18 MS. CASALINO: The subs, yes.

19 ALDERMAN SCOTT: And I know they haven't  
20 done that. Can you make sure that we know what  
21 that is when --

22 MS. CASALINO: Yes, yes.

23 CHAIRMAN SUMMERS: Sorry, but I interrupted  
24 Alderman Ervin's question about design.

1 ALDERMAN ERVIN: And then so you said 38, 32  
2 is 70 and 10. Where is the last 10 percent? Is  
3 that the 10 percent you're going to break up and  
4 give to the 2 African American contractors? 38  
5 and 32.

6 CHAIRMAN SUMMERS: He's talking about AECOM  
7 Hunt and Berglund, if they are 38 and 32 on the  
8 construction side.

9 MS. CASALINO: Okay. But that's -- wait.  
10 Am I doing my math wrong? Sorry. So right now  
11 it is 10 and 10, and the other 80 percent is  
12 being split between AECOM and Berglund with AECOM  
13 being the majority partner.

14 CHAIRMAN SUMMERS: Right, I think it's the  
15 42 and 38.

16 MS. CASALINO: Yes, yes. I'm doing my math  
17 wrong. I'm sorry. I apologize. I do not have  
18 the breakdown for design right now. I would be  
19 remiss if I tried to come up with those  
20 percentages. I mean, we have our goals and our  
21 intent is to exceed them like we did on previous  
22 design and really do regularly with all of our  
23 city contracts.

24 ALDERMAN ERVIN: If you could just provide

1     that to the director so that we can get an  
2     understanding of what that looks like, I would  
3     appreciate it.

4             MS. CASALINO:    Okay.

5             ALDERMAN ERVIN:  Thank you, Mr. Chairman.

6             CHAIRMAN SUMMERS:  Yes.

7             MS. DARLING:  Commissioner Reynolds, would  
8     you mind talking a little bit about your  
9     experience on the process so far.  And then  
10    obviously we'll ask the same of Chief Dennis and  
11    Chief Johnson as well.

12            MR. REYNOLDS:  Sure.  Thanks for having me  
13    here today.  My name is David Reynolds.  I'm the  
14    Commissioner of the Department of Fleet and  
15    Facility Management and our job is to take care  
16    of all the city's buildings and all the city's  
17    equipment.

18                    I will confess I'm a CIT groupie.  
19    This is a multiple -- one of multiple projects we  
20    have worked on.  Retrofit One, we were the client  
21    on that, the very first project.  And I am proud  
22    to continue to report that the energy savings  
23    exceed the debt payments year after year after  
24    year.  So it worked which is great.

1           We were in part involved in the street  
2 lighting project. I like that because my  
3 department pays the bills for the streetlights.  
4 And so the money savings there is going to be  
5 helpful for me.

6           And then the last two that we are  
7 talking about more -- well, actually, we are  
8 involved in the solar one too, but that's kind of  
9 down the road. The first one, the big one, is  
10 the replacement facilities. We used to own a  
11 garage that was behind Home Depot. So it's  
12 really North Avenue and Throop Street. And the  
13 property had suddenly become very lucrative. And  
14 so we were able to sell that property, use the  
15 proceeds not only to build 3 replacement  
16 facilities; but also to upgrade 311 and put money  
17 towards public safety training. So it was a good  
18 move for the city.

19           On the MBE/WBE part, what I valued in  
20 working with CIT and ultimately AECOM is that  
21 they clearly viewed the 28/8 as the floor not the  
22 goal. So while that's what we have on the books  
23 as Denise has said, they're hitting 40 percent  
24 MBE and 16 percent WBE on our projects for the

1 garage replacements.

2 Also in there is a significant amount  
3 of community hiring, African American apprentice  
4 hiring, women apprentice hiring. So there's a  
5 lot of different commitments that AECOM has met  
6 and they're really on track for providing us with  
7 a project we're not only proud of because it's  
8 our new garages, but also because it did  
9 significantly provide opportunities in the  
10 communities where they were located.

11 Our relationship with CIT has been  
12 great. They bring an expertise, a way of  
13 thinking and a way of addressing complex issues  
14 that is very valuable to us. When we had the  
15 groundbreaking for the 2FM facility in April and  
16 we took the Mayor back there in November, he was  
17 somewhat stunned that we had buildings almost  
18 done in 8 months. So it's been a lot of that  
19 I'll chalk up to CIT's ability to work with us as  
20 the client and have a very defined scope and  
21 contracting agreement. It's very specific on who  
22 does what. So that when the agreement is  
23 executed, we can kind of stand back and let the  
24 contractor do their design/build.

1           And then I, of course, have to say my  
2     team has been doing a great job as well. It's  
3     been good. CIT has been very valuable to us as  
4     we have done some complicated projects in the  
5     city.

6           MS. DARLING: Thank you, Commissioner. And  
7     you and your team have been great to work with  
8     and we appreciate your trust in us and you make  
9     our job relatively easy.

10           So Deputy Chief And District Chief.

11           DISTRICT CHIEF DENNIS: Good morning,  
12     everyone. Josh Dennis, Chicago Fire Department.  
13     I have been involved in different iterations of  
14     the Joint Academy Project going back to 2005. So  
15     this is something that we have been kicking  
16     around for a while, but the approach that CIT has  
17     taken has been the most fiscally responsible by  
18     far and the most comprehensive.

19           Whatever the process ends up yielding,  
20     the fire department believes in the process that  
21     we have done. We have been in the process from  
22     day one, both us and the police department as  
23     Kevin will tell you. But getting this close to  
24     something that's been talked about for so long

1 because our academy was built in the 1960's. It  
2 was state-of-the-art in the 1960's which was  
3 great, but it doesn't necessarily fulfill the  
4 needs of a modern public safety agency which is  
5 why this is so very much needed at this point.  
6 As our jobs become more complex, our training  
7 needs to be more complex.

8 So I would like to thank you and the  
9 CIT for lead spearheading this project and  
10 bringing it to this point. Of course, we would  
11 be nothing without 2FM taking such good care of  
12 our buildings.

13 DEPUTY CHIEF JOHNSON: Good morning, I'm  
14 Deputy Chief Kevin Johnson with the Chicago  
15 Police Department. Just give some background on  
16 myself. I was appointed this position in last  
17 August. Prior to that I was the Commander of the  
18 11th District and have been Commander of the 5th  
19 District. So I am pretty new to this whole  
20 project planning sort of thing, but I wanted to  
21 say that we have been working closely with George  
22 and his team and AECOM trying to get this  
23 together because we have to look towards the  
24 future. Where we're going, what kind of

1 training, what best practices can we bring for  
2 public safety going not only now, but going into  
3 the future. Ultimately what kind of service can  
4 we provide to the citizens of Chicago.

5 Basically with the police department  
6 we are looking at three levels of this. Not only  
7 recruit, in service, but our promotional as well.  
8 And we want to have a wraparound strategy for  
9 public safety where we come back, not only to  
10 what you learn there, you come back. It's a  
11 continual learning phase.

12 And in the 21st Century things have  
13 changed. Like Josh said, the training academy  
14 was built in the '70s and the facility is just  
15 very outdated right now. And what we're looking  
16 for in the future, we need to be able to adapt to  
17 those things such as CIT, critical incident, less  
18 lethal, force mitigation, procedural justice.  
19 And at the same time be able to incorporate and  
20 have respect for the community where this  
21 facility is going to be built. How do we bring  
22 the community in? How do we get them involved in  
23 knowing that this is a facility that we all share  
24 in?



1           So I think that's one of the most  
2     important things we need to look at going forward  
3     into what we're trying to do here. Because if we  
4     show the community that public safety means  
5     something, then it lends towards recruitment for  
6     both police and fire. Because if the citizens  
7     see us over there, they want to become part of  
8     that. Hey, I want to be a fireman. I want to be  
9     a police officer. And they'll bring that back  
10    around and sort of wraparound sort of initiative.

11           So I'm looking forward to it. We have  
12    been working very closely and I'm really glad  
13    that we're working with 2FM and the CIT on this.

14           CHAIRMAN SUMMERS: Thank you. Josh, a lot  
15    of conversation and attention has been I think  
16    focussed on the police side of the Public Safety  
17    Training Academy. I wonder if you can just shed  
18    a little more light on some of the 21st Century  
19    needs that the fire department has specifically  
20    that will be enabled here. I think it would just  
21    be helpful.

22           DISTRICT CHIEF DENNIS: Absolutely, sir.  
23    Example right now what we have done in terms of  
24    -- I will give you one vignette of risk

1 management the fire department engages in terms  
2 of safety. We respond to everyone that calls  
3 911. We go. But when we go, we go with these  
4 mammoth pieces of apparatus that we bring down  
5 the street.

6 Training our folks to be able to drive  
7 that apparatus correctly is something quite  
8 frankly we really don't have the capacity to do  
9 other than finding vacant parking lots. And then  
10 when we can identify folks that have problems  
11 driving this apparatus, we go to simulators.  
12 Where do we have these simulators? We have them  
13 in a closet in the basement of the fire  
14 department. We have to then roll out, we have to  
15 then find space, roll out and use.

16 As CIT has seen, we're to the point  
17 where we hold classes in the cafeteria. We hold  
18 class in hallways. We hold classes in offices.  
19 We don't have the capacity to be able to not only  
20 train our incoming folks, and Kevin did a great  
21 job touching on this, but our incumbent folks.  
22 To make sure that the people that we have driving  
23 fire trucks, know how to drive fire trucks and  
24 aren't going to hit people on their way to

1 incidents.

2 Another part of simulation is we do  
3 simulation now for EMS. So what we did and with  
4 Commissioner Reynolds' help, we took our facility  
5 and we built a makeshift bar and a makeshift  
6 bedroom and we built a little simulation lab. So  
7 that people not only from an EMS standpoint, but  
8 from a CFD standpoint, from an identification  
9 standpoint which has now become a national model,  
10 we literally have that again in closets, in  
11 backrooms.

12 Our makeshift prison yard that we use  
13 for simulation also doubles as our weightlifting  
14 area which also doubles as our storage area which  
15 is also where we keep all the blueprints for  
16 every fire department facility. And this is the  
17 second largest fire department in the United  
18 States and this is how we operate.

19 CIT has been committed to changing  
20 this and, yes, it's more so I think important to  
21 us than police because we don't just need  
22 classrooms. Our job is physical. At the end of  
23 the day our job is a laborer's job and we need  
24 places where you can train people to do physical

1 things and where you can train people to use  
2 heavy massive equipment. I hope that answers  
3 your question.

4 CHAIRMAN SUMMERS: Yes, very much. Thank  
5 you very much.

6 ALDERMAN SCOTT: So I think what you just  
7 said is really important and I hope that the  
8 development team is going out to the community  
9 and that will be the relations in the front  
10 facing piece of this. We'll be able to tell the  
11 story that you just told in how this academy is  
12 probably more important for fire than it is for  
13 not -- it's needed in both. And it's needed so  
14 that they can do joint missions together. And in  
15 the climate in which we live today, unfortunately  
16 there are more incidents where you both need fire  
17 and you need the police.

18 But for you to be able to tell a story  
19 about how great the need is at the fire academy,  
20 there are so many people that focus on what this  
21 is going to do and calling this a cop academy  
22 instead of a public safety academy that is going  
23 to benefit not only both fire and police, but the  
24 community in which it will be implemented in. So

1 I just hope that when you get the development  
2 team together and they get out in the community,  
3 they're able to showcase exactly what you talked  
4 about and the need that exists not just for  
5 police because it is a great need there, but how  
6 much that need is for fire as well.

7 DISTRICT CHIEF DENNIS: Can I answer that,  
8 sir? The second largest fire department in the  
9 United States, we have to send people to  
10 Champaign, Urbana, to do live fire training  
11 before we can put them on the street. We don't  
12 even have the capacity to do our own live fire  
13 training.

14 MR. MARQUISOS: I'll chime in. The one  
15 thing that I was really -- because we are also  
16 looking at growth, like where are the needs. And  
17 I was really stunned by the growth of the  
18 emergency medical training, paramedics. And so  
19 it's not just how to respond to all these  
20 different kind of, you know, distress incidents;  
21 but when you're responding to someone who is in a  
22 medical emergency to really have the right  
23 facilities to make sure you have everything in  
24 that ambulance and how you interact with the

1 police who were there before you and all that  
2 kind of stuff is really a vital thing. And to  
3 train that in a scenario-based way is also  
4 critical, right.

5 So there is a lot of moving pieces to  
6 this and I think it's so obvious once you witness  
7 it that you just know that it has to happen.

8 MS. DARLING: And I think it's important to  
9 note, as George indicated and Chief Dennis and  
10 Chief Johnson, that these joint training  
11 exercises we live in a day and age where we mass  
12 shootings, we have terrorism. And, of course, we  
13 hope we never have those things of any scale in  
14 Chicago, but it is very important that our first  
15 responders are prepared for them. And those are  
16 joint exercises. And so this facility will be  
17 well designed to be able to deliver the ability  
18 for fire and police to do joint training.

19 Other questions? Anything on public  
20 safety or for us or our guests?

21 ALDERMAN SCOTT: I want to say one other  
22 thing. You know, I just think that this is  
23 really important. The west side is always  
24 looking for investment. As a matter of fact, I

1 wish this was in North Lawndale as opposed to  
2 being in Garfield Park. You know, when you bring  
3 2, 300 officers to a community everyday, they are  
4 going to have to have a place to eat. They are  
5 going to have to have a place to drop off their  
6 cleaners clothes. They're going to have to have  
7 a place to get their shoes shined. They're going  
8 to have to have all of these different things.

9 So this investment I think will be  
10 catalytic and help other investments around and  
11 in the area. And it is something that the  
12 community, which I don't think has been properly  
13 -- I don't think the sentiments have been  
14 conveyed about the community and the need for  
15 this and the want for this actually.

16 And so I just, you know, again,  
17 implore when we're talking about community  
18 outreach and how we are putting up a front face  
19 forward, that we are eliminating all of these  
20 things and the need and how this is going to be,  
21 again, catalytic in what we're talking about in  
22 terms of investment and how needed it is in a  
23 community like Garfield Park.

24 MS. DARLING: And as we do meet with the

1 community, we have tried to spread that message  
2 thus far and we will continue to endeavor to do  
3 that going forward. And that's part of what the  
4 AECOM team will bring. And they have community  
5 outreach as part of their responsibilities.

6 And I do want to just add that the  
7 AECOM Joint Venture at this point is working  
8 completely at risk. They may not be paid and  
9 will not be authorized to be paid until the  
10 project agreement passes City Council. So they  
11 are doing the work they are doing now at risk and  
12 we hope to be able to move forward and bring an  
13 agreed project agreement to City Council as soon  
14 as we are able.

15 CHAIRMAN SUMMERS: Do you know is the --  
16 Alderman, you might already be on top of this.  
17 But to Alderman Scott's point, for the folks who  
18 are doing the community work; are they armed with  
19 like an impact study or something to the point of  
20 like the local economy and impact, is that  
21 happening?

22 ALDERMAN ERVIN: I have not seen --

23 ALDERMAN SCOTT: Not yet.

24 ALDERMAN ERVIN: -- an impact study on what



1 this potentially could do. I do know the  
2 Department of Planning is looking to bring  
3 certain businesses to the Chicago Avenue  
4 Corridor. We even continue to have conversations  
5 about stuff as simple as do we create a  
6 cafeteria? Do we create a restaurant? Do we do  
7 something in conjunction with City Colleges?  
8 Those have been some moving parts that have still  
9 yet to be defined, but overall we are looking for  
10 some economic impact. It has not been quantified  
11 as yet.

12 ALDERMAN SCOTT: I would also like to add to  
13 that real quickly. I have also talked to  
14 Superintendent Johnson about his want for  
15 community to be involved in some way, shape or  
16 fashion in there being a community room. And  
17 how, you know, he wants to go out and talk to the  
18 community about what it is that they want to see  
19 in this community space where officers, both fire  
20 and police, are able to engage with the community  
21 and kind of just let them know what it is.

22 You know, we talk a lot about officer  
23 friendly in this day and age and how officer  
24 friendly used to go to each one of the schools,

1 but, you know, there is nothing wrong with us  
2 going out to meet officer friendly in their  
3 backyard.

4 And so I know that the Superintendent  
5 is very intent on making sure that that happens  
6 and getting out in the community and seeing what  
7 it is the police can do to kind of foster that  
8 relationship and help with that as well.

9 CHAIRMAN SUMMERS: Yes. Deb.

10 MS. CAFARO: I just had a question. I  
11 assume the surrounding areas are designated as  
12 opportunity zones under the new tax --  
13 opportunity zone?

14 ALDERMAN SCOTT: So I don't know  
15 specifically.

16 CHAIRMAN SUMMERS: More than likely.

17 ALDERMAN SCOTT: But I know that like in 24,  
18 which is not very far from there, pretty much  
19 every corridor is an opportunity zone.

20 MS. CAFARO: And maybe we could link some  
21 private investment in through the opportunities  
22 around this to build like an ecosystem of  
23 economic activity as you are suggesting.

24 ALDERMAN SCOTT: Hey, Alderman, do you know

1 if around and about that area, because I know you  
2 are kind of on the board, is it -- has it been  
3 designated an opportunity zone in the new tax  
4 code? Do you know?

5 ALDERMAN ERVIN: That's a good question. I  
6 do not know that answer. I think it might be.

7 MS. CAFARO: I'm sensing that it is.

8 MR. MARQUISOS: It is. All the work that I  
9 have seen from DPD has included incentives from  
10 opportunity zones in it.

11 ALDERMAN ERVIN: You mean in the federal  
12 opportunity zone?

13 MS. CAFARO: Yes.

14 MR. MARQUISOS: No, no, I misspoke. I'm  
15 talking --

16 ALDERMAN ERVIN: You're talking about the  
17 federal?

18 MS. CAFARO: Yes.

19 CHAIRMAN SUMMERS: I think there is a high  
20 likelihood.

21 ALDERMAN ERVIN: Yes, because this is an  
22 industrial area and it's part of the northwest  
23 industrial corridor, so I would be surprised if  
24 it was not.

1 CHAIRMAN SUMMERS: I do think that both  
2 these points are good ones. I think that the  
3 team doing outreach should be armed with the  
4 impact work. And I do think that this is a great  
5 point about the incentive that's around there.

6 MS. CAFARO: With an anchor investment like  
7 this, like the alderman said that will be  
8 generating a lot of activity, it would perhaps be  
9 bringing in private investment especially given  
10 federal tax incentives.

11 MS. DARLING: We are working currently with  
12 the Commissioner of the Department of Planning  
13 Development and Commissioner Reynolds and I have  
14 attended quite a few meetings on this. Not  
15 specific to opportunity zones, but I have heard  
16 the Commissioner of DPD speak on opportunity  
17 zones just in the last 24 hours. So I will be  
18 sure to bring that up to him and to his team and  
19 see if there is anything else we can do to work  
20 to further get more economic development, but  
21 this is \$85 million of economic development that  
22 will be going into and that's construction jobs  
23 and ongoing as you said, Alderman Scott, ongoing  
24 having hundreds people in a facility on a daily

1 basis. You know, we have no doubt that will spur  
2 some additional economic development in the  
3 neighborhood especially for small businesses.

4 People, you know, everybody wants to  
5 get their coffee and so we are hoping to see  
6 that. And I know that they working very hard to  
7 try and work through the additional retail  
8 developers in the area.

9 ALDERMAN ERVIN: For the record, it is in  
10 the federal opportunity zone.

11 MS. CAFARO: Thank you.

12 MS. DARLING: I'm glad you have your map  
13 handy. If there are no further questions, I want  
14 to thank all of you for joining us today. We  
15 appreciate you taking so much time. We know how  
16 busy you all are and especially for our first  
17 responder team for Kevin and Josh, thank you very  
18 much for taking the time to be here. We really  
19 are grateful and thank you for your continued  
20 work with us all of you on this project and we  
21 look forward to bringing something to our City  
22 Council soon.

23 And then we will ask for your approval  
24 to continue to work with AECOM and bring this

1 project to completion and bring this project to  
2 City Council. We can vote on that at the end.

3 CHAIRMAN SUMMERS: There is a packet of  
4 resolutions at the end.

5 MS. DARLING: We've covered all the  
6 resolutions so if we want to.

7 CHAIRMAN SUMMERS: So everyone has received  
8 a copy of the proposed resolutions to be adopted  
9 today.

10 MR. MARQUISOS: Thanks, everyone.

11 CHAIRMAN SUMMERS: Thank you guys.

12 MS. DARLING: Thank you so much.

13 CHAIRMAN SUMMERS: I'm happy to entertain a  
14 motion if you have reviewed them to approve.

15 MS. CAFARO: Just with that one little  
16 correction on revenue for the budget.

17 CHAIRMAN SUMMERS: Yes, for the --

18 MS. CAFARO: To note that.

19 ALDERMAN ERVIN: So moved.

20 CHAIRMAN SUMMERS: Moved by Mr. Ervin.

21 MS. COOLIDGE: Second.

22 CHAIRMAN SUMMERS: Seconded by Miss  
23 Coolidge. All in favor.

24 (Chorus of ayes.)

1 CHAIRMAN SUMMERS: No opposed. Motion  
2 passes.

3 MS. DARLING: Thank you very much. All  
4 right. We have a couple of a additional projects  
5 we want to talk about. We want to talk about the  
6 Chicago Solar Project. And, Phoebe, you have  
7 taken the load on this. Do you want to give our  
8 high-level overview and talk briefly about where  
9 we are on the project.

10 MS. DOWNEY: Yes. So the Chief  
11 Sustainability Office, the Mayor's Office and 2FM  
12 approached us earlier this year about doing some  
13 kind of solar project for the city to help  
14 catalyze the solar economy especially in light of  
15 the Exelon bill or FEJA, Future Energy Jobs Act,  
16 now providing a lot more incentives that would  
17 kind of really help to catalyze some solar  
18 projects within the City of Chicago boundaries.

19 In particular we were looking at the  
20 Illinois Solar For All Project, which if you are  
21 unaware of, kind of helps promote smaller  
22 community solar projects in low income and  
23 environmental justice communities. It offers  
24 very good renewable energy credit incentives to

1 developers, but also provides those communities  
2 with low-cost solar subscription. So it would be  
3 up to a savings of almost 50 percent on their  
4 electric bills if they're in a qualified  
5 community.

6 We looked at a number of city-owned  
7 vacant land and we kind of narrowed down on 7  
8 sites total and job cost to RFP. So the city  
9 will provide low-cost ground lease on these 7  
10 sites and we've asked the developers to kind of  
11 design/build/finance/operate and obtain a solar  
12 project on that site.

13 So we released an RFP in October. We  
14 had quite a lot of interest. This is still very  
15 new. A lot of the developers haven't done any  
16 kind of project like a community solar project  
17 yet in Illinois. So it's new for them in terms  
18 of a model. And Illinois Solar For All only  
19 recently announced the administrator of their  
20 program, Elevate Energy. And so a lot of those  
21 details of that which we are still getting worked  
22 out, but we had a pretty high interest and  
23 received four RFP responses just a couple weeks  
24 ago. So we are kind of working to evaluate those



1 and hopefully we will select one respondent,  
2 maybe one, maybe two, to move forward next year.

3 CHAIRMAN SUMMERS: I'm sorry, for the seven  
4 parcels of land, what is the total amount of land  
5 we're talking about?

6 MS. DOWNEY: It's roughly 30 acres. All of  
7 the sites are close to -- the minimum is about  
8 1.7, but we have a site that is almost 10. So we  
9 have a variety of different sizes and I think  
10 it's 5 total.

11 ALDERMAN ERVIN: Where are the sites  
12 located?

13 MS. DOWNEY: So we have quite a few of them  
14 are on the south side in the 7th Ward, the 14th  
15 Ward. Sorry, I don't have the list with me.

16 MR. MARQUISOS: The four wards that are  
17 impacted are primarily on the south side. There  
18 is one site that is west side, but this was a  
19 process that the Department of Planning kind of  
20 led the site selection. So you really had to  
21 find parcels of land that were considered brown  
22 fields that really had no plan for future  
23 development for the next 15 years. So that was  
24 kind of -- and they had to have a certain minimum

1 acreage of 1-and-a-half acres. So when you put  
2 those criteria together, there just weren't that  
3 many parcels that kind of rose to that metric.

4 ALDERMAN SCOTT: The lease is 15 years?

5 MS. DOWNEY: 25-year lease and they get 15  
6 years of incentives upfront. That's kind of how  
7 the incentive system works.

8 MS. DARLING: We have a map that is on our  
9 website, Alderman, and we will make sure that you  
10 get that. I mean, I know there is one site in  
11 34, one in 27, 14.

12 MS. DOWNEY: I think those are the --

13 MS. DARLING: And 37. But we will get you  
14 the map.

15 MS. DOWNEY: A lot of them are kind of  
16 around like 120th and 122nd Street in the Pullman  
17 area. Like there is that big Pullman solar site.  
18 There are already a couple of them adjacent to  
19 that and then there's a couple that are right  
20 next to the big MWRD.

21 MR. MARQUISOS: The Calumet facility.

22 MS. DOWNEY: The Calumet facility. Those  
23 are kind of like the four bigger sites that we're  
24 looking at, but then there is a couple of others

1 throughout the city.

2 CHAIRMAN SUMMERS: Thank you.

3 MR. MARQUISOS: And I'll just add the city  
4 is being proactive in this initiative as Phoebe  
5 noted so that the Illinois Solar For All Program  
6 really isn't fully defined yet; but we felt that  
7 its mission so aligned with the city's desire to  
8 kind of create an opportunity for folks to enter  
9 into the clean energy economy, that we wanted to  
10 put forth projects so we were ready to be on the  
11 list to be considered as soon as that project  
12 becomes available. So I think we are ahead of  
13 the game in this case and we're looking forward  
14 to a successful outcome.

15 MS. DARLING: And the RFP, if I could add,  
16 we really focussed on a provision of community  
17 benefits as critical to this project. So not  
18 just the reduction of electric bills for  
19 community residents, but also job training, local  
20 assembly of material, etcetera. And so that's  
21 something we will be looking at critically as we  
22 evaluate the proposals that we have received.

23 MS. DOWNEY: And, in fact, that's the main  
24 purpose of this project. Like the city and 2FM

1 is looking at this more from the community  
2 benefit side. They're aware that it's not really  
3 going to increase their renewable goals or  
4 anything at this point. It's not going to have  
5 that big of an effect just because they're  
6 smaller sites. But the goal was to kind of  
7 catalyze stuff here in the city and get the job  
8 training started and to get the community  
9 benefits started and then maybe in the future  
10 look to bigger sites to do some of the stuff  
11 towards their renewable goals as soon as they  
12 started that training.

13 CHAIRMAN SUMMERS: So I assume that they're  
14 sort of local labor?

15 MS. DOWNEY: Yes, so the Illinois Solar For  
16 All Program but also within our RFP we required  
17 that everybody provide some kind of job training  
18 component to their development. So it's not a  
19 huge amount, but they have to like hire certain  
20 people from certain programs under the work  
21 created under FEJA in order to qualify for  
22 Illinois Solar For All credits.

23 CHAIRMAN SUMMERS: Right, but separate from  
24 the training, the workers on the projects

1 themselves; are they required to be union members  
2 or was there --

3 MR. MARQUISOS: We haven't gotten to that.  
4 We are still reviewing proposals, but the  
5 concept, and I think it's important to make it  
6 clear; even though this is a solar clean energy  
7 project, the goal here is not to reduce the  
8 city's carbon footprint. Right. This is not  
9 about global warming. This is about an economic  
10 stimulus package.

11 Like we believe that that FEJA bill  
12 changed the environment for Illinois and we know  
13 that there is a ton of solar development  
14 happening in this state as a result of that bill  
15 and we want to encourage some of that to come  
16 into the city and that's what this is about. And  
17 we are trying to align ourselves with this small  
18 portion of the FEJA bill that was Illinois Solar  
19 For All which is a community project that really  
20 is intended to provide a broad base of benefits  
21 to what are called environmental justice  
22 communities and that's the part that we're --

23 CHAIRMAN SUMMERS: If the city had any other  
24 30-acre projects, there would be a project labor

1 agreement.

2 MR. MARQUISOS: Yes.

3 CHAIRMAN SUMMERS: That's what I'm asking,  
4 does that exist here?

5 MS. DARLING: I don't want to --

6 ALDERMAN ERVIN: Is somebody online?

7 MS. DARLING: There was. I think he dropped  
8 off.

9 CHAIRMAN SUMMERS: If the answer is we don't  
10 know yet, that's okay.

11 MR. MARQUISOS: We don't know yet.

12 MS. DARLING: We don't know yet.

13 CHAIRMAN SUMMERS: On behalf of Jim and  
14 Ralph I wanted to --

15 MS. DOWNEY: We are very aware that we have  
16 tried to align the RFP and the process as much as  
17 possible with what we knew about Illinois Solar  
18 For All at the time and more details of that are  
19 coming out. So we didn't want to do anything  
20 requiring anything prohibitive that would prevent  
21 anybody from applying for Illinois Solar For All  
22 down the road just because that's the only way  
23 financially we see kind of it working.

24 MS. COOLIDGE: Can I just ask a general

1 question? So when we have these projects in the  
2 community, how are we reaching those that are  
3 looking to be part of the projects that live in  
4 the communities? So I think that kind of aligns  
5 with the --

6 MS. DOWNEY: That was one of things we  
7 requested in the RFP was a community outreach  
8 plan. And within Illinois Solar For All and some  
9 of the other FEJA, there have been quite a few  
10 like local workforce training projects that have  
11 happened and quite a lot of them are in the  
12 communities that we're talking about. So some of  
13 that is kind of linking those people to the  
14 eventual respondent would be part of our goal.

15 ALDERMAN SCOTT: So you said 1.5 acres, is  
16 that the minimum amount? Or did you say -- how  
17 much land do they require so that it becomes cost  
18 effective for the project?

19 MS. DOWNEY: I mean, really 2 acres, but we  
20 did include a 1.75-acre site just because there  
21 were others. Because there's other acres  
22 included in that, then it kind of makes it a bit  
23 more feasible and it's very close to another  
24 site.

1           MR. MARQUISOS: The sweet spot is somewhere  
2 between three and four acres. That's where you  
3 really maximize the size.

4           MR. AFFRUNTI: So has anyone thought about  
5 using some of the larger buildings like the  
6 Merchandise Mart or the old post office for  
7 something like this?

8           MR. MARQUISOS: So we looked at a -- so this  
9 is Chicago Solar Ground Mount and we view it as  
10 just the toe in the pond if you will. So we  
11 looked at roofs and there was a lot of questions  
12 about, you know, are these roofs good for 25  
13 years. And so there was a whole bunch of  
14 complexity.

15                     And we thought, you know, let's start  
16 here. Let's see where we go. Let's see how this  
17 plays out. Because this community solar model is  
18 a really interesting one and getting subscribers  
19 to commit to getting -- at no cost, and then the  
20 return is that they are supposed to get a 50  
21 percent reduction in utility bills for the next  
22 15 years. That's a pretty significant thing.  
23 Can it really happen? So that's what we wanted  
24 to prove out.



1           So, yes, so if this goes, you're going  
2   to see parking lots covered with solar. You're  
3   going to see roofs covered with solar. It's all  
4   going to start tumbling in my opinion.

5           MS. DARLING: And I think part of the, you  
6   know, as Phoebe indicated, you know, part of the  
7   goal of the project is to prove that Chicago can  
8   sustain solar projects. So I don't see a ton of  
9   solar projects in the city except on kind of the  
10  large buildings, Ralph, that you're talking  
11  about. You know, there is solar panels on some  
12  of the large big box stores, etcetera. We wanted  
13  to make sure that the city is the leader and  
14  taking available property that we have and  
15  converting it to creating green energy and green  
16  jobs.

17           So while the main goal isn't about  
18  reducing our energy bills or meeting our  
19  environmental goals for renewable power, it also  
20  is a benefit in that area too because we want to  
21  model that renewable power is an option and green  
22  jobs are an option for the Chicago community.

23           MR. AFFRUNTI: And IBEW Local 134 has built  
24  a whole new training center solely for solar and

1 wind which brings in more people, good paying  
2 jobs. There will be a different kind of  
3 electrician that will just deal with those two  
4 items, but it's an important thing for the future  
5 to train people.

6 MS. DARLING: All right. I know many of you  
7 have other items and things to attend, and so I  
8 appreciate your patience. Quickly we wanted to  
9 just update you on the 2FM replacement  
10 facilities.

11 As you recall and as we have already  
12 discussed today, these were replacing the  
13 facilities previously at North and Throop. We  
14 took the main heavy duty repair facility, the  
15 city fueling station and satellite heavy duty  
16 repair facility and moved all of these to three  
17 different locations throughout the city. You  
18 heard from Denise about how they have been doing  
19 on their MBE/WBE and it's been very successful.

20 And so in what we believe to be record  
21 time, we executed the agreement back in January  
22 of this year, broke ground in April. The fuel  
23 station is already open. That opened on  
24 September 21st. The satellite repair facility

1 opens in just a couple of days on December 14th.  
2 And our heavy duty repair facility will open in  
3 January immediately after the biggest part of the  
4 snow season.

5 So 2FM will be able to get in there.  
6 We toured the facility very recently. I welcome  
7 all of you if you are interested in a tour, we  
8 can set one up for you. It has come together  
9 very, very quickly. The main facility in  
10 Englewood looks really great. It still has a lot  
11 of cement, but drywall has gone up on the inside.  
12 You can see the front area of the main offices,  
13 the community room is taking shape there in the  
14 picture on the left. And we look forward to  
15 having that ribbon cutting in January of 2019  
16 opening that facility. Happy to answer any  
17 questions on that, but that's a quick update  
18 there.

19 Chicago Smart Lighting, I don't want  
20 to belabor this one because we've talked about it  
21 a ton, but there have been a lot of progress on  
22 converting over 83,000 lights to LED from  
23 high-pressure sodium. And there is the 2019  
24 conversions. And we will have 75,000 LED

1 conversions for 2019.

2 And then, George, do you want to kind  
3 of give a more -- slightly more detailed update  
4 on where we're at? I especially want to address  
5 our energy efficiency rebates.

6 MR. MARQUISOS: Yes, so this is a four-year  
7 initiative. We finished year one. We are in the  
8 middle of year two and it's working out. Again,  
9 this project was intended to be an infrastructure  
10 modernization that provided benefits,  
11 multifaceted benefits, to the citizens of  
12 Chicago. The one benefit would be higher quality  
13 light, more reliable lights. But also that it  
14 would also serve as an economic stimulus that  
15 we're making \$150 million investment on our  
16 lighting infrastructure and we want to make sure  
17 that those dollars are well spent.

18 So where are we almost half way  
19 through this project? I think that the two  
20 targeted communities on the south and west side  
21 are completely done. So every alley, every  
22 street, every arterial is converted to LED.  
23 There is a lighting management system that gives  
24 realtime information about how those lights are

1 performing. And the city I think has -- let's  
2 just put it this way, we were kind of late to the  
3 game to convert to the LED. We were ahead of the  
4 curve in having a lighting management system that  
5 is around the city.

6 I think the LED conversion has gone  
7 really well. I think the technology we are just  
8 now understanding the benefits, the possible  
9 benefits, of all this data about our  
10 streetlights. So we are getting folks trained.  
11 They are doing analytics. They are using this  
12 information not just to measure energy  
13 consumption, whether lights are on or off; but  
14 really to take that data and see if they can  
15 refine their troubleshooting efforts to really  
16 understand based on reports that they get  
17 extracted from this network as to where things  
18 are failing and when and how, spikes in  
19 electricity. It turned out to be much more  
20 complex than we thought, but I think it's going  
21 to yield benefits that we really didn't  
22 anticipate.

23 Speaking of unanticipated benefits, we  
24 have qualified for ComEd rebates far in excess of

1     what we ever anticipated. This project never  
2     even included rebates in its financial modeling.  
3     As a back pocket we said that we were going to  
4     put in \$6 million because that was kind of a  
5     reasonable expectation based on the old.

6             And so far we have achieved \$10  
7     million and we are -- that only includes those  
8     83,000 lights. And we are on track to get \$35  
9     million in rebates from ComEd over the course of  
10    this project. That has been a really good  
11    outcome and ComEd has been a great partner. And  
12    we took advantage of kind of a unique period in  
13    late 2017 where transitioning from the Department  
14    of Commerce and Economic Opportunity to ComEd  
15    where there was some very generous rebates, and  
16    we modified our installation to maximize the  
17    those rebates. So we did a bunch of arterial  
18    streets that really reduced wattage and we got a  
19    huge bang for the dollar. For every dollar we  
20    invested in streetlights, we got 75 cents back in  
21    2017. So that was a wonderful thing.

22            And, you know, but that's a benefit  
23    that we didn't count on; but you do this kind of  
24    thing and you open yourselves up for those kind

1 of benefits.

2 MS. DARLING: And I want to just add -- I'm  
3 sorry to interrupt you, George. But George has  
4 been the person who engineered all of that. So  
5 he was aware of the rebates and made sure that we  
6 took advantage of it and drove the process  
7 working with our partners at CDOT to make sure  
8 that the lights that we were putting in did  
9 maximize or the fixtures that we were putting in  
10 did maximize those rebates.

11 And so I want to give a lot of credit  
12 to George and for the, you know, amount of money  
13 we get from the city every year, we have covered  
14 that both in savings between Retrofit One and  
15 savings from this multiple fold. And so that's  
16 been a really great thing that has helped assist  
17 the project in a great way.

18 CHAIRMAN SUMMERS: George, the original  
19 financial model was relying more on the utility  
20 savings themselves, right?

21 MR. MARQUISOS: Yes.

22 CHAIRMAN SUMMERS: How are we tracking with  
23 those?

24 MR. MARQUISOS: So another conversation with

1 ComEd, and I won't bore you with all the details;  
2 but in short, part of this project was doing a  
3 pole-by-pole visit of every streetlight. And we  
4 now have this new inventory. That inventory has  
5 now been transmitted to ComEd and it becomes the  
6 new billing database. So there is a whole new  
7 set of streetlight billing accounts that go live  
8 literally this week.

9 CHAIRMAN SUMMERS: At the time there was  
10 billing without really common, you know, mutual  
11 understanding of like what all the lights are and  
12 what should be.

13 MR. MARQUISOS: And in addition to that and  
14 ComEd has really kind of stepped up in this  
15 regard. So we have what's called a continuous  
16 light strategy. So we know that these lights are  
17 going to degrade over time because they get  
18 dirty. So we are basically deploying them at  
19 slightly less than their maximum efficiency  
20 because we anticipate 15 years from now we are  
21 going to have to turn them back up to maintain  
22 the same level of light. ComEd is crediting us  
23 for that dimming. So we're not just paying on  
24 the nameplate wattage, we're getting a dimming



1 credit as part of our bill. So that kind of  
2 juices, if you will, the savings.

3 And we were shooting for 60 percent  
4 reduction when we convert, we are averaging  
5 somewhere around 56 percent which is pretty good.

6 CHAIRMAN SUMMERS: Yes.

7 MR. MARQUISOS: So that's all relatively  
8 good news. And then, Alderman Scott, I just want  
9 to report on the minority participation, the  
10 diversity plan, and how that's going.

11 Again, this is a moving target because  
12 we keep issuing work orders and it changes as we  
13 spend dollars, but as of November 15th we had a  
14 --well, I'll just start. The overall project  
15 goal was 26 percent of dollars spent going to  
16 minority contractors and we are currently at  
17 33.25 percent. 6 percent was the goal for WBE,  
18 we're at 7.92 percent. We had a 50 percent  
19 residency requirement, we are at 64 percent. And  
20 we had 10 percent of those residents had to come  
21 from the socially economically disadvantaged  
22 areas, we are at 36 percent.

23 So these are metrics that are  
24 exceeding our expectations and I think the, you

1 know, this is an investment that is reaping  
2 benefits for the citizens. Half the lights that  
3 we're installing are assembled in Chicago.

4 So it's a good story, right. I mean,  
5 we are creating opportunity. Those folks who  
6 went pole to pole to pole for 7 months, those  
7 were all new hires from this socially economic  
8 area. And they were very, very grateful for  
9 those jobs and they got trained in the process.  
10 So, you know, it's a good story.

11 We continue to deal with -- I'll be  
12 quite honest, the response to outages isn't what  
13 it should be. We are improving on that and this  
14 realtime information is going to be integrated  
15 into the new 311 system. I think at the end of  
16 the day we're going to really redefine how CDOT  
17 and their department of electric operations  
18 really responds to light issues.

19 CHAIRMAN SUMMERS: That's great.

20 ALDERMAN SCOTT: So you kind of answered my  
21 question I was going to ask you about. I know  
22 that there is smart lights and they should be  
23 connecting with some kind of interface that kind  
24 of allows folks to know when lights are out. I

1 wanted to know has that been enabled yet because  
2 the response time is not where we would want it  
3 to be.

4 MR. MARQUISOS: Fair enough.

5 ALDERMAN SCOTT: And has that happened? And  
6 then when do you think we will have a better  
7 response time?

8 And then secondly there are, and I  
9 know that CDOT is working on this, and wondered  
10 is this part of the windfall that we've gotten  
11 back. But there are some spots on blocks where  
12 one side of the street is -- one side of the  
13 street just has lights, the other side does not  
14 and, you know, usually they're kind of one --

15 MR. MARQUISOS: Staggered.

16 ALDERMAN SCOTT: Staggered on either side.  
17 And when you have the one side and you reduce the  
18 height of the light or pole because we now  
19 control the dispersement of the light and it's  
20 not all around, that there are darker spots on  
21 blocks that have that one side.

22 And so what, you know, I know CDOT is  
23 working on something. Is the money that we're  
24 receiving, is that helping with that? And then

1 the answer to the question when do we know about  
2 the response time? When will that get a little  
3 better?

4 MS. DARLING: Let me address if I could.

5 MR. MARQUISOS: Sure.

6 MS. DARLING: So CDOT is managing working  
7 with individual Aldermen on specific complaints.  
8 I am happy to provide -- if you have a specific  
9 area that you're concerned about.

10 ALDERMAN SCOTT: Well, no. They're working  
11 with me. I was just wondering if because we did  
12 receive that rebate, are we using that rebate to  
13 kind of help with the offset?

14 MS. DARLING: There are options that are  
15 available separate and apart from the additional  
16 funds to make sure that you're getting the  
17 lighting that you need in your ward. So you  
18 should continue to work with CDOT.

19 And I know that they have worked  
20 really hard to make sure through Commissioner  
21 Scheinfeld and her deputy -- First Deputy Tom  
22 Carney, they worked really hard to set up a  
23 program to address kind of a block-by-block basis  
24 if there is a specific issue. And that's, you

1 know, that's all in on the budget and they'll  
2 work with you on that. So I don't think there is  
3 a need -- you know, they'll address your need  
4 regardless of whether there is additional funding  
5 that comes in. There is room to make sure that  
6 is addressed for you.

7 ALDERMAN SCOTT: Okay.

8 MS. DARLING: Obviously it's a change in the  
9 kind of light that you addressed with the  
10 dispersion is different and not the 360-degree  
11 light. So part of that is an adjustment and  
12 people getting used to that; but if you have  
13 significant dark spots, CDOT is working with  
14 Aldermen on that on a situation-by-situation  
15 basis.

16 MR. AFFRUNTI: I have a question. So when  
17 we first introduced this we talked about like  
18 lighting up an area when there is an issue in the  
19 area like what happened at the hospital last  
20 week. Have we done that yet somewhere? And if  
21 we did, how did the first responders -- did you  
22 get any feedback from the first responders?

23 MR. MARQUISOS: So what you're talking about  
24 is because we have a lighting management system,

1 we now have the ability to do this kind of  
2 managed lighting and that has not been  
3 implemented in any way at this point.

4 MR. AFFRUNTI: Okay.

5 MR. MARQUISOS: So aside from the fact that  
6 we are doing consistent light levels over the  
7 useful life for the light, there is no proactive  
8 kind of, you know -- and I think that is  
9 something that could not only to light up areas  
10 in levels of distress, but also I think there is  
11 large areas of the city that don't get any  
12 traffic during the night. And to reduce the  
13 light levels to save energy because you have  
14 predicted analytics to say there is industrial  
15 corridors that really have no pedestrian traffic.  
16 So those are opportunities as we kind of move  
17 forward to kind of get that kind of thing going,  
18 but right now that is not in play.

19 CHAIRMAN SUMMERS: All right. Thank you.

20 MS. DARLING: Just very brief. Home Buyer  
21 Assistance update. We provide down payment and  
22 closing costs assistance to low and middle income  
23 Chicago homebuyers as part of this program. We  
24 have 25 approved lenders that are approved by the

1 City of Chicago to participate in this program.  
2 We have closed loans in 49 out of 50 of the city  
3 wards.

4 CHAIRMAN SUMMERS: Who is the outstanding  
5 ward?

6 MS. DARLING: 12. 12. We can't get 12.

7 CHAIRMAN SUMMERS: Do you want to tell  
8 George he's leaving money on the table.

9 MS. DARLING: Right. So we have closed 281  
10 loans to the tune of almost \$60 million of  
11 economic development in Chicago neighborhoods in  
12 helping people buy homes. Because of the season  
13 we only have 12 open loans right now, but a total  
14 of just over about \$61.5 million.

15 CHAIRMAN SUMMERS: And that's program total?

16 MS. DARLING: Yes. That's program total.  
17 So now we have reached the public comment and I  
18 don't think there is any public here.

19 CHAIRMAN SUMMERS: I don't think we have  
20 any.

21 MS. DARLING: We don't require executive  
22 session.

23 CHAIRMAN SUMMERS: So I'll entertain --  
24 well, do we have a quorum to adjourn?

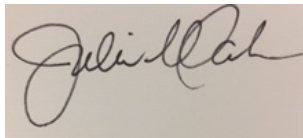
1 MS. DARLING: Otherwise we're going to be  
2 here all day. Thank you all so much for your  
3 participation and happy holidays to all.

4  
5 (Which were all the  
6 proceedings in the  
7 above-entitled cause.)  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24



1 STATE OF ILLINOIS )  
2 ) SS:  
3 COUNTY OF L A K E )  
4

5 Julie Walsh, being first duly sworn,  
6 on oath says that she is a court reporter doing  
7 business in the City of Chicago; and that she  
8 transcribed the proceedings of said meeting on  
9 December 11, 2018, and that the foregoing is a  
10 true and correct transcript of the proceedings  
11 given at said meeting.

12  
13  
14   
15

16 Certified Shorthand Reporter  
17  
18  
19  
20  
21  
22  
23  
24

<b>0</b>	<b>2015</b> 9:20	<b>38</b> 31:9 34:1,4,7,15	<b>ability</b> 37:19 46:17
<b>084-004032</b> 1:24	<b>2017</b> 12:20 70:13	<b>4</b>	78:1
<b>1</b>	70:21	<b>4</b> 12:21	<b>able</b> 2:7 3:10
<b>1</b> 58:1	<b>2018</b> 1:20 9:14	<b>40</b> 33:1 36:23	36:14 40:16,19
<b>1.5</b> 63:15	13:6 81:9	<b>42</b> 34:15	42:6,19 44:10,18
<b>1.7</b> 57:8	<b>2019</b> 3:5 10:11,17	<b>49</b> 79:2	45:3 46:17 48:12
<b>1.75</b> 63:20	67:15,23 68:1	<b>4901</b> 20:1	48:14 49:20 67:5
<b>10</b> 28:2 34:2,2,3,11	<b>21st</b> 40:12 41:18	<b>5</b>	<b>absolutely</b> 6:16
34:11 57:8 70:6	66:24	<b>5</b> 57:10	41:22
73:20	<b>24</b> 50:17 52:17	<b>50</b> 56:3 64:20	<b>academy</b> 6:24
<b>10:13</b> 2:2	<b>24th</b> 5:16	73:18 79:2	8:23 18:4,11
<b>11</b> 81:9	<b>25</b> 58:5 64:12	<b>56</b> 73:5	38:14 39:1 40:13
<b>11th</b> 1:19 39:18	78:24	<b>5th</b> 12:21 39:18	41:17 44:11,19,21
<b>12</b> 12:3 79:6,6,6,13	<b>26</b> 73:15	<b>6</b>	44:22
<b>120th</b> 58:16	<b>27</b> 58:11	<b>6</b> 70:4 73:17	<b>accomplish</b> 9:17
<b>122nd</b> 58:16	<b>28</b> 27:22 28:5,19	<b>60</b> 73:3 79:10	<b>accomplishments</b>
<b>134</b> 65:23	32:18	<b>61.5</b> 79:14	7:10
<b>14</b> 58:11	<b>28/8</b> 36:21	<b>64</b> 73:19	<b>accounts</b> 72:7
<b>140</b> 1:21	<b>281</b> 79:9	<b>7</b>	<b>achieved</b> 70:6
<b>1400</b> 1:21	<b>28th</b> 6:2	<b>7</b> 56:7,9 74:6	<b>acre</b> 21:22 23:19
<b>14th</b> 57:14 67:1	<b>29th</b> 12:20	<b>7.92</b> 73:18	61:24 63:20
<b>15</b> 11:24 57:23	<b>2fm</b> 19:13 20:13	<b>70</b> 34:2	<b>acreage</b> 58:1
58:4,5 64:22	32:24 33:13 37:15	<b>70s</b> 40:14	<b>acres</b> 57:6 58:1
72:20	39:11 41:13 55:11	<b>75</b> 70:20	63:15,19,21 64:2
<b>150</b> 4:16 68:15	59:24 66:9 67:5	<b>75,000</b> 67:24	<b>act</b> 55:15
<b>15th</b> 73:13	<b>2im</b> 25:9,21 27:10	<b>7th</b> 57:14	<b>active</b> 12:15
<b>16</b> 33:2 36:24	<b>3</b>	<b>8</b>	<b>activity</b> 50:23 52:8
<b>17th</b> 2:16	<b>3</b> 32:24 36:15	<b>8</b> 27:22 28:6,19	<b>actual</b> 28:23
<b>18</b> 22:1	<b>30</b> 12:3 21:22	32:18 37:18	<b>actuals</b> 9:14
<b>18947</b> 81:15	23:19 57:6 61:24	<b>80</b> 34:11	<b>adapt</b> 40:16
<b>18th</b> 13:3	<b>300</b> 47:3	<b>83,000</b> 67:22 70:8	<b>add</b> 48:6 49:12
<b>1960's</b> 39:1,2	<b>311</b> 36:16 74:15	<b>85</b> 52:21	59:3,15 71:2
<b>2</b>	<b>32</b> 31:9 34:1,5,7	<b>9</b>	<b>addition</b> 8:13
<b>2</b> 12:4,23 13:2	<b>33.25</b> 73:17	<b>911</b> 42:3	72:13
31:8 34:4 47:3	<b>34</b> 58:11	<b>a</b>	<b>additional</b> 25:3
63:19	<b>35</b> 70:8	<b>a.m.</b> 2:2	53:2,7 55:4 76:15
<b>20</b> 11:23 29:2,21	<b>36</b> 73:22	<b>abandoned</b> 17:1	77:4
30:6,10,19	<b>360</b> 77:10		<b>address</b> 24:1
<b>2005</b> 38:14	<b>37</b> 58:13		27:19 68:4 76:4
	<b>37th</b> 20:2		76:23 77:3

<b>addressed</b> 77:6,9 <b>addressing</b> 37:13 <b>adjacent</b> 58:18 <b>adjourn</b> 79:24 <b>adjustment</b> 77:11 <b>administrator</b> 56:19 <b>adopted</b> 54:8 <b>advance</b> 17:20 <b>advancing</b> 13:23 15:24 <b>advantage</b> 70:12 71:6 <b>advisory</b> 5:13 <b>aecom</b> 18:22,24 20:7,12 22:21 23:10 25:8 26:3 28:9,14 34:6,12,12 36:20 37:5 39:22 48:4,7 53:24 <b>affrunti</b> 1:10 5:10 5:10 64:4 65:23 77:16 78:4 <b>african</b> 27:13,14 30:9 33:5,9,12,14 33:17 34:4 37:3 <b>age</b> 46:11 49:23 <b>agencies</b> 16:6 <b>agency</b> 9:22 39:4 <b>ago</b> 22:1 56:24 <b>agreed</b> 48:13 <b>agreement</b> 6:18 10:17 11:5 14:12 19:6 37:21,22 48:10,13 62:1 66:21 <b>ahead</b> 5:9 10:13 59:12 69:3 <b>alderman</b> 5:15,15 6:1,2,2 26:23,24 27:9,16 28:8 29:2	29:11,19,24 30:7 33:4,6,19,24 34:1 34:24 35:5 44:6 46:21 48:16,17,22 48:23,24 49:12 50:14,17,24,24 51:5,11,16,21 52:7 52:23 53:9 54:19 57:11 58:4,9 62:6 63:15 73:8 74:20 75:5,16 76:10 77:7 <b>alderman's</b> 31:16 <b>aldermen</b> 76:7 77:14 <b>align</b> 61:17 62:16 <b>aligned</b> 59:7 <b>alignments</b> 15:15 <b>aligns</b> 63:4 <b>alley</b> 68:21 <b>allocating</b> 28:10 <b>allows</b> 74:24 <b>amazing</b> 12:10 <b>ambulance</b> 45:24 <b>american</b> 27:13,15 30:10 33:5,9,12,14 33:17 34:4 37:3 <b>amount</b> 6:20 16:21 37:2 57:4 60:19 63:16 71:12 <b>analytics</b> 69:11 78:14 <b>anchor</b> 52:6 <b>announced</b> 20:8 56:19 <b>answer</b> 10:3 45:7 51:6 62:9 67:16 76:1 <b>answered</b> 17:15 31:2 74:20	<b>answers</b> 44:2 <b>anticipate</b> 69:22 72:20 <b>anticipated</b> 70:1 <b>anybody</b> 30:2 62:21 <b>apart</b> 32:8 76:15 <b>apologize</b> 34:17 <b>apparatus</b> 42:4,7 42:11 <b>apparent</b> 20:24 <b>applying</b> 62:21 <b>appointed</b> 39:16 <b>appreciate</b> 3:9,14 4:4 19:21 35:3 38:8 53:15 66:8 <b>appreciated</b> 11:12 <b>apprentice</b> 37:3,4 <b>approach</b> 13:13 24:15 38:16 <b>approached</b> 55:12 <b>approaches</b> 13:9 <b>approval</b> 16:7 53:23 <b>approvals</b> 15:13 <b>approve</b> 2:20 54:14 <b>approved</b> 4:11 78:24,24 <b>april</b> 3:21 37:15 66:22 <b>architecture</b> 25:16 <b>architrave</b> 25:16 27:10 <b>area</b> 43:14,14 47:11 51:1,22 53:8 58:17 65:20 67:12 74:8 76:9 77:18,19 <b>areas</b> 50:11 73:22 78:9,11	<b>arm</b> 26:3 <b>armed</b> 48:18 52:3 <b>arrival</b> 7:22 <b>art</b> 18:16 23:2 39:2 <b>arterial</b> 68:22 70:17 <b>asian</b> 27:12 <b>aside</b> 78:5 <b>asked</b> 10:22 11:21 18:20 22:12 24:6 31:1 56:10 <b>asking</b> 62:3 <b>aspect</b> 13:7 <b>aspects</b> 14:8 15:1 <b>assembled</b> 22:22 74:3 <b>assembly</b> 59:20 <b>assist</b> 71:16 <b>assistance</b> 78:21 78:22 <b>assisting</b> 6:19 <b>associate</b> 7:13 <b>associated</b> 13:22 <b>assume</b> 50:11 60:13 <b>attempting</b> 3:16 <b>attend</b> 66:7 <b>attended</b> 52:14 <b>attending</b> 3:15 <b>attention</b> 41:15 <b>audit</b> 3:20 8:6,9 <b>auditor</b> 8:5 <b>august</b> 39:17 <b>authorized</b> 48:9 <b>available</b> 18:8 59:12 65:14 76:15 <b>avenue</b> 20:1,1 36:12 49:3 <b>averaging</b> 73:4
--	--	--	---

<b>aware</b> 12:1 24:4 60:2 62:15 71:5 <b>ayes</b> 3:1 54:24	68:10,11 69:8,9,21 69:23 71:1 74:2 <b>benford</b> 8:6 <b>berglund</b> 26:4 27:15 28:15 29:3 29:5 31:3,18 34:7 34:12 <b>best</b> 23:2 24:20 40:1 <b>beth</b> 4:22 5:17 <b>better</b> 13:23 15:17 33:9 75:6 76:3 <b>bidder</b> 15:18,19 <b>bidding</b> 12:23 13:8 21:14 <b>big</b> 14:18 17:8 33:15 36:9 58:17 58:20 60:5 65:12 <b>bigger</b> 58:23 60:10 <b>biggest</b> 67:3 <b>bill</b> 55:15 61:11,14 61:18 73:1 <b>billing</b> 72:6,7,10 <b>billion</b> 14:22 <b>bills</b> 36:3 56:4 59:18 64:21 65:18 <b>bit</b> 15:6 20:10,21 25:10 26:18 35:8 63:22 <b>block</b> 76:23,23 <b>blocks</b> 75:11,21 <b>blueprints</b> 43:15 <b>board</b> 1:2,17 2:16 4:8,9,17,21 5:3,4,5 5:13,17 7:8 8:10 51:2 <b>books</b> 8:2 36:22 <b>bore</b> 72:1 <b>boring</b> 11:5,17 12:2,24 13:4,19 14:5,24 15:22	16:5,20 17:10 <b>boundaries</b> 55:18 <b>bounds</b> 8:19 <b>bowa</b> 26:3 27:14 27:24 28:16 29:4 <b>box</b> 65:12 <b>breadth</b> 5:1 <b>break</b> 3:22 28:7 30:22 34:3 <b>breakdown</b> 34:18 <b>bridges</b> 16:24 <b>brief</b> 7:12,17 9:2 78:20 <b>briefly</b> 55:8 <b>bring</b> 19:5 21:16 37:12 40:1,21 41:9 42:4 47:2 48:4,12 49:2 52:18 53:24 54:1 <b>bringing</b> 39:10 52:9 53:21 <b>brings</b> 66:1 <b>broad</b> 22:10 61:20 <b>broke</b> 66:22 <b>brown</b> 8:6 26:12 57:21 <b>budescu</b> 1:5 6:7,7 12:13 14:20 28:21 <b>budget</b> 8:1 9:6,13 10:4,9,10,11,21 19:4 24:24 27:19 54:16 77:1 <b>build</b> 11:14 14:10 14:23 18:18,20,21 36:15 37:24 50:22 56:11 <b>builders</b> 21:9 <b>building</b> 5:11 11:19 32:24 <b>buildings</b> 25:19 35:16 37:17 39:12	64:5 65:10 <b>built</b> 16:23 23:18 39:1 40:14,21 43:5,6 65:23 <b>bunch</b> 64:13 70:17 <b>burke</b> 11:10 <b>business</b> 11:14 81:7 <b>businesses</b> 49:3 53:3 <b>busy</b> 6:15 16:8 17:18 53:16 <b>buy</b> 79:12 <b>buyer</b> 78:20
<b>b</b>		<b>c</b>	
<b>baby</b> 7:17,20 <b>back</b> 19:23 23:14 27:1 37:16,23 38:14 40:9,10 41:9 66:21 70:3 70:20 72:21 75:11 <b>background</b> 39:15 <b>backrooms</b> 43:11 <b>backyard</b> 50:3 <b>bang</b> 70:19 <b>bar</b> 43:5 <b>barret</b> 5:12,12 <b>barrett</b> 1:9 <b>base</b> 61:20 <b>based</b> 15:17,19 28:2 46:3 69:16 70:5 <b>basement</b> 42:13 <b>basically</b> 23:16 40:5 72:18 <b>basis</b> 53:1 76:23 77:15 <b>bedroom</b> 43:6 <b>beginning</b> 24:16 <b>behalf</b> 12:18 62:13 <b>belabor</b> 67:20 <b>believe</b> 14:15 23:17 27:11,13 29:7 61:11 66:20 <b>believed</b> 24:5,20 <b>believes</b> 38:20 <b>beneficial</b> 30:19 <b>benefit</b> 21:5 44:23 60:2 65:20 68:12 70:22 <b>benefits</b> 8:14 59:17 60:9 61:20		<b>cafaro</b> 1:8 2:21,24 5:21,21 10:5,9,12 10:15,19 17:22 50:10,20 51:7,13 51:18 52:6 53:11 54:15,18 <b>cafeteria</b> 42:17 49:6 <b>calculate</b> 31:6 <b>called</b> 61:21 72:15 <b>calling</b> 44:21 <b>calls</b> 42:2 <b>calumet</b> 58:21,22 <b>campus</b> 19:24 21:22 23:19 <b>capability</b> 24:8 <b>capacity</b> 42:8,19 45:12 <b>carbon</b> 61:8 <b>care</b> 35:15 39:11 <b>carl</b> 1:7 5:19 <b>carney</b> 76:22 <b>casalino</b> 1:12 18:23 25:12 27:10 27:21 28:12 29:1 29:6,14,18,23 31:5	

31:12,14,20,23 32:7,10,15,21,24 33:13,18,22 34:9 34:16 35:4 <b>case</b> 15:13 59:13 <b>catalytic</b> 47:10,21 <b>catalyze</b> 55:14,17 60:7 <b>cause</b> 80:7 <b>cdot</b> 6:19 11:9 16:4 17:11 71:7 74:16 75:9,22 76:6,18 77:13 <b>cement</b> 67:11 <b>center</b> 65:24 <b>cents</b> 70:20 <b>century</b> 40:12 41:18 <b>ceo</b> 5:21 <b>certain</b> 13:13 18:19 49:3 57:24 60:19,20 <b>certainly</b> 24:14 <b>certainty</b> 15:12 <b>certified</b> 81:16 <b>cfd</b> 18:16 43:8 <b>chairman</b> 1:4 2:3 2:9,11,15,21,23 3:2,4 5:21,23 9:4 9:7 10:20 14:17 17:21,23 27:7 30:24 31:10,13,15 31:21 32:1,8,11,19 32:23 33:23 34:6 34:14 35:5,6 41:14 44:4 48:15 50:9,16 51:19 52:1 54:3,7,11,13 54:17,20,22 55:1 57:3 59:2 60:13 60:23 61:23 62:3	62:9,13 71:18,22 72:9 73:6 74:19 78:19 79:4,7,15,19 79:23 <b>chairs</b> 18:7,8 <b>chalk</b> 37:19 <b>challenging</b> 3:9 8:4 <b>champaign</b> 45:10 <b>chance</b> 2:18 10:21 <b>change</b> 77:8 <b>changed</b> 40:13 61:12 <b>changes</b> 73:12 <b>changing</b> 43:19 <b>chicago</b> 1:1,15,16 1:22 2:12 5:10 12:7 19:18,20 20:1,1 23:7 38:12 39:14 40:4 46:14 49:3 55:6,18 64:9 65:7,22 67:19 68:12 74:3 78:23 79:1,11 81:7 <b>chief</b> 1:13,14 11:9 19:17,18,19,19 35:10,11 38:10,10 38:11 39:13,14 41:22 45:7 46:9 46:10 55:10 <b>chime</b> 45:14 <b>chin</b> 27:11,11,12 <b>chorus</b> 3:1 54:24 <b>cit</b> 6:5,16 7:6,8 12:18 16:19 22:4 35:18 36:20 37:11 38:3,16 39:9 40:17 41:13 42:16 43:19 <b>cit's</b> 37:19	<b>citizens</b> 40:4 41:6 68:11 74:2 <b>city</b> 3:13 4:11 5:23 6:12 9:16 10:1 11:18 12:7,18,19 13:12,18 14:5,7,16 16:11,18 18:21 19:6 21:6,18 22:6 22:8 23:16 34:23 36:18 38:5 48:10 48:13 49:7 53:21 54:2 55:13,18 56:6,8 59:1,3,24 60:7 61:16,23 65:9,13 66:15,17 69:1,5 71:13 78:11 79:1,2 81:7 <b>city's</b> 9:23 35:16 35:16 59:7 61:8 <b>clarify</b> 28:21 <b>class</b> 42:18 <b>classes</b> 42:17,18 <b>classrooms</b> 43:22 <b>clean</b> 59:9 61:6 <b>cleaners</b> 47:6 <b>clear</b> 32:15 61:6 <b>clearly</b> 36:21 <b>client</b> 18:15 19:12 35:20 37:20 <b>clients</b> 18:14 19:8 <b>climate</b> 44:15 <b>close</b> 3:24 8:2 9:12 38:23 57:7 63:23 <b>closed</b> 8:4 79:2,9 <b>closely</b> 19:13 39:21 41:12 <b>closet</b> 42:13 <b>closets</b> 43:10 <b>closing</b> 78:22 <b>clothes</b> 47:6	<b>code</b> 51:4 <b>coffee</b> 53:5 <b>collaborative</b> 19:3 24:19 <b>collaboratively</b> 21:17 <b>colleagues</b> 23:8 <b>colleges</b> 49:7 <b>color</b> 33:8 <b>combined</b> 18:11 <b>come</b> 13:12 23:14 24:23 26:16 34:19 40:9,10 61:15 67:8 73:20 <b>comed</b> 6:21,21 69:24 70:9,11,14 72:1,5,14,22 <b>comes</b> 7:20 77:5 <b>coming</b> 2:5 21:3 25:14 26:11 62:19 <b>commander</b> 39:17 39:18 <b>commenced</b> 2:2 15:22 <b>comment</b> 79:17 <b>commerce</b> 70:14 <b>commercial</b> 13:14 14:7 16:15 <b>commissioner</b> 19:9,10 35:7,14 38:6 43:4 52:12 52:13,16 76:20 <b>commit</b> 64:19 <b>commitment</b> 20:11,11 27:20 28:16 <b>commitments</b> 2:5 24:22 37:5 <b>committed</b> 43:19 <b>committing</b> 23:20
---	---	---	--

<b>common</b> 72:10 <b>communities</b> 37:10 55:23 56:1 61:22 63:4,12 68:20 <b>community</b> 5:1 20:2 26:6,8,12,16 26:21 30:10,17 33:8 37:3 40:20 40:22 41:4 44:8 44:24 45:2 47:3 47:12,14,17,23 48:1,4,18 49:15,16 49:18,19,20 50:6 55:22 56:5,16 59:16,19 60:1,8 61:19 63:2,7 64:17 65:22 67:13 <b>companies</b> 30:15 <b>company</b> 11:6,17 12:2,24 13:5,19 14:6,24 15:22 16:5,20 17:10 <b>complaints</b> 76:7 <b>complete</b> 8:9 10:18 <b>completely</b> 48:8 68:21 <b>completion</b> 54:1 <b>complex</b> 8:24 22:10 37:13 39:6 39:7 69:20 <b>complexity</b> 64:14 <b>complicated</b> 38:4 <b>component</b> 60:18 <b>comprehensive</b> 38:18 <b>concept</b> 21:24 61:5 <b>concerned</b> 76:9	<b>concurrently</b> 13:24 <b>confess</b> 35:18 <b>confident</b> 14:12 <b>conflicted</b> 3:13 <b>conflicts</b> 3:22 <b>congestion</b> 12:5 <b>conjunction</b> 49:7 <b>connecting</b> 74:23 <b>consideration</b> 16:12 25:4,5 <b>considered</b> 57:21 59:11 <b>consistent</b> 14:14 78:6 <b>constraints</b> 25:2 <b>construction</b> 16:2 17:5 24:8,10 26:1 26:2 27:3,13 28:8 28:24 29:16 34:8 52:22 <b>consumption</b> 69:13 <b>continual</b> 40:11 <b>continuation</b> 6:18 <b>continue</b> 4:1 6:14 9:15 10:2 35:22 48:2 49:4 53:24 74:11 76:18 <b>continued</b> 53:19 <b>continuing</b> 4:12 4:13 <b>continuous</b> 72:15 <b>contract</b> 13:5 14:4 16:13 <b>contracting</b> 37:21 <b>contractor</b> 27:15 37:24 <b>contractors</b> 34:4 73:16	<b>contracts</b> 34:23 <b>contractually</b> 15:5 <b>control</b> 31:22 75:19 <b>conversation</b> 11:11 31:19 41:15 71:24 <b>conversations</b> 49:4 <b>conversion</b> 69:6 <b>conversions</b> 67:24 68:1 <b>convert</b> 69:3 73:4 <b>converted</b> 68:22 <b>converting</b> 65:15 67:22 <b>conveyed</b> 47:14 <b>cook</b> 5:11 <b>cool</b> 22:3 <b>coolidge</b> 1:8 4:22 5:17,17 54:21,23 62:24 <b>coordinating</b> 16:5 <b>coordination</b> 12:19 16:19 <b>cop</b> 44:21 <b>copy</b> 9:8,10 54:8 <b>correct</b> 29:18,23 31:20,20,23 32:7 32:10 81:10 <b>correction</b> 54:16 <b>correctly</b> 42:7 <b>corridor</b> 49:4 50:19 51:23 <b>corridors</b> 16:23 78:15 <b>cost</b> 23:20 56:2,8,9 63:17 64:19 <b>costs</b> 78:22 <b>council</b> 1:21 3:13 4:11 5:14 13:18	14:7 16:11 19:6 23:16 48:10,13 53:22 54:2 <b>count</b> 70:23 <b>countdown</b> 7:19 <b>county</b> 1:19 5:11 81:3 <b>couple</b> 2:4 18:8 55:4 56:23 58:18 58:19,24 67:1 <b>course</b> 24:16 38:1 39:10 46:12 70:9 <b>court</b> 81:6 <b>cover</b> 9:12 <b>covered</b> 54:5 65:2 65:3 71:13 <b>covers</b> 9:2 <b>cpd</b> 18:16 <b>create</b> 49:5,6 59:8 <b>created</b> 9:24 60:21 <b>creating</b> 65:15 74:5 <b>credit</b> 55:24 71:11 73:1 <b>crediting</b> 72:22 <b>credits</b> 60:22 <b>criteria</b> 24:4 58:2 <b>critical</b> 25:23 40:17 46:4 59:17 <b>critically</b> 59:21 <b>csr</b> 1:18,23 <b>cta</b> 17:11 <b>current</b> 21:1 27:23 <b>currently</b> 12:15 52:11 73:16 <b>curriculum</b> 22:14 <b>curve</b> 69:4 <b>cutting</b> 67:15
---	---	--	--

<b>d</b>	<b>defined</b> 16:10 19:4 37:20 49:9 59:6	25:9,14,21 26:20 27:3,4 28:5,7 30:23 31:1 32:4 33:24 34:18,22 37:24 56:11	<b>dispersion</b> 77:10
<b>daily</b> 52:24	<b>defining</b> 16:14	<b>designed</b> 46:17	<b>distress</b> 45:20 78:10
<b>dan</b> 11:9	<b>definition</b> 13:14 15:17 16:18	<b>designing</b> 24:9	<b>district</b> 1:14 38:10 38:11 39:18,19 41:22 45:7
<b>dark</b> 77:13	<b>degrade</b> 72:17	<b>desire</b> 59:7	<b>dive</b> 2:13
<b>darker</b> 75:20	<b>degree</b> 77:10	<b>detailed</b> 68:3	<b>diverse</b> 22:10 25:13 26:15
<b>darling</b> 1:4 2:8,14 3:6 6:1,4,13 9:10 10:8,11,14,16 11:2 18:2 24:1 26:17 27:17 29:16 35:7 38:6 46:8 47:24 52:11 53:12 54:5 54:12 55:3 58:8 58:13 59:15 62:5 62:7,12 65:5 66:6 71:2 76:4,6,14 77:8 78:20 79:6,9 79:16,21 80:1	<b>deliver</b> 21:11 23:24 24:21 46:17	<b>details</b> 56:21 62:18 72:1	<b>divvy</b> 28:7
<b>data</b> 16:22 69:9,14	<b>delivery</b> 15:1 21:4	<b>develop</b> 14:6	<b>documentation</b> 16:5
<b>database</b> 72:6	<b>demographic</b> 27:8	<b>developer</b> 11:17 20:13	<b>documents</b> 11:22
<b>date</b> 3:23	<b>denise</b> 1:12 18:23 19:6 20:16 25:9 28:21 30:1 36:23 66:18	<b>development</b> 20:11 23:11 25:7 25:8 26:10,20 33:10 44:8 45:1 52:13,20,21 53:2 57:23 60:18 61:13 79:11	<b>doing</b> 12:10 23:13 25:17 33:11 34:10 34:16 38:2 48:11 48:11,18 52:3 55:12 66:18 69:11 72:2 78:6 81:6
<b>dates</b> 3:5,17,21 4:5	<b>dennis</b> 1:14 19:19 35:10 38:11,12 41:22 45:7 46:9	<b>developers</b> 15:8 53:8 56:1,10,15	<b>dollar</b> 14:19 70:19 70:19
<b>david</b> 1:13 19:9,14 35:13	<b>depart</b> 12:3	<b>different</b> 13:9,12 13:21 15:14 37:5 38:13 45:20 47:8 57:9 66:2,17 77:10	<b>dollars</b> 14:22 68:17 73:13,15
<b>day</b> 1:19 38:22 43:23 46:11 49:23 74:16 80:2	<b>departing</b> 11:24	<b>director</b> 7:23 35:1	<b>dominguez</b> 1:6 6:10,10 7:23
<b>days</b> 13:2 67:1	<b>department</b> 17:12 18:12,13,14 19:10 19:18,20 35:14 36:3 38:12,20,22 39:15 40:5 41:19 42:1,14 43:16,17 45:8 49:2 52:12 57:19 70:13 74:17	<b>directors</b> 1:2,17	<b>doubles</b> 43:13,14
<b>db</b> 27:11,12	<b>deployed</b> 6:17	<b>dirty</b> 72:18	<b>doubt</b> 53:1
<b>deal</b> 9:17 11:8 66:3 74:11	<b>deploying</b> 72:18	<b>disadvantaged</b> 73:21	<b>downey</b> 1:6 6:9,9 7:13 55:10 57:6 57:13 58:5,12,15 58:22 59:23 60:15 62:15 63:6,19
<b>dearborn</b> 1:21	<b>depot</b> 36:11	<b>discuss</b> 24:7	<b>downtown</b> 11:23 16:22
<b>deb</b> 50:9	<b>depth</b> 5:1	<b>discussed</b> 66:12	<b>dpg</b> 51:9 52:16
<b>debra</b> 1:8 5:21	<b>deputy</b> 1:13 19:18 19:19 38:10 39:13 39:14 76:21,21	<b>dispersement</b> 75:19	<b>drawings</b> 16:23
<b>debt</b> 35:23	<b>design</b> 11:14 14:23 16:2,18 17:5 18:16,18,20,21 19:3 21:8,16 23:11 24:7,8,20		<b>drive</b> 42:6,23
<b>december</b> 1:20 67:1 81:9			<b>driving</b> 42:11,22
<b>deferred</b> 13:16 15:16			
<b>define</b> 13:23 21:20			

<b>drop</b> 47:5 <b>dropped</b> 62:7 <b>drove</b> 71:6 <b>drywall</b> 67:11 <b>duly</b> 81:5 <b>duty</b> 66:14,15 67:2	<b>emergency</b> 21:2 22:9 45:18,22 <b>ems</b> 43:3,7 <b>emt's</b> 18:13 <b>enabled</b> 41:20 75:1 <b>encourage</b> 61:15 <b>endeavor</b> 48:2 <b>ends</b> 38:19 <b>energy</b> 35:22 55:15,24 56:20 59:9 61:6 65:15 65:18 68:5 69:12 78:13 <b>engage</b> 24:19 49:20 <b>engaged</b> 12:15 26:12 <b>engages</b> 42:1 <b>engineer</b> 11:9 <b>engineered</b> 71:4 <b>engineers</b> 4:16 <b>engines</b> 12:7 <b>englewood</b> 33:14 67:10 <b>enrollment</b> 8:15 <b>enter</b> 15:8 59:8 <b>entertain</b> 2:19 54:13 79:23 <b>entirely</b> 11:16 <b>entitled</b> 80:7 <b>environment</b> 61:12 <b>environmental</b> 15:7,12,15 16:15 55:23 61:21 65:19 <b>equipment</b> 35:17 44:2 <b>equity</b> 28:23 <b>ernest</b> 26:13	<b>ervin</b> 1:7 6:1,2,2 26:23,24 27:9,16 28:8 29:2,11,19,24 30:7 34:1,24 35:5 48:22,24 51:5,11 51:16,21 53:9 54:19,20 57:11 62:6 <b>ervin's</b> 33:6,24 <b>especially</b> 33:14 52:9 53:3,16 55:14 68:4 <b>essence</b> 29:19 <b>essentially</b> 28:13 <b>etcetera</b> 59:20 65:12 <b>evaluate</b> 56:24 59:22 <b>evaluated</b> 24:2 <b>evaluation</b> 13:4 <b>eventual</b> 63:14 <b>everybody</b> 3:6,23 3:24 6:4,14 7:5 9:2 10:21 32:16 53:4 60:17 <b>everybody's</b> 12:18 <b>everyday</b> 9:1 47:3 <b>exactly</b> 29:1 45:3 <b>example</b> 41:23 <b>exceed</b> 23:21 28:5 28:19 30:6 32:18 34:21 35:23 <b>exceeding</b> 27:22 73:24 <b>excess</b> 69:24 <b>excited</b> 23:5 25:24 <b>exciting</b> 14:16 25:20 <b>excuse</b> 10:5 <b>executed</b> 37:23 66:21	<b>executive</b> 79:21 <b>exelon</b> 55:15 <b>exercises</b> 46:11,16 <b>exist</b> 17:2 62:4 <b>existing</b> 14:9 15:11 <b>exists</b> 45:4 <b>expect</b> 32:14,18 <b>expectation</b> 70:5 <b>expectations</b> 73:24 <b>expecting</b> 14:21 <b>expenses</b> 10:13 <b>experience</b> 5:1 21:10 24:9,10,11 32:13 35:9 <b>expertise</b> 21:16,19 37:12 <b>experts</b> 22:21 <b>express</b> 6:17 8:20 11:3 12:24 <b>extend</b> 30:1 <b>extracted</b> 69:17 <b>extraordinarily</b> 6:15
<b>e</b> 81:3 <b>earlier</b> 55:12 <b>early</b> 7:18 8:3,4,7 <b>east</b> 33:7 <b>easy</b> 38:9 <b>eat</b> 47:4 <b>economic</b> 12:5,7 49:10 50:23 52:20 52:21 53:2 61:9 68:14 70:14 74:7 79:11 <b>economically</b> 73:21 <b>economy</b> 48:20 55:14 59:9 <b>ecosystem</b> 50:22 <b>effect</b> 60:5 <b>effective</b> 63:18 <b>effectively</b> 14:2 <b>efficiency</b> 68:5 72:19 <b>effort</b> 7:9 8:16 <b>efforts</b> 8:18,22 69:15 <b>either</b> 75:16 <b>elected</b> 20:3 23:15 <b>electric</b> 56:4 59:18 74:17 <b>electrician</b> 66:3 <b>electricity</b> 69:19 <b>elevate</b> 56:20 <b>eliminating</b> 47:19 <b>elizabeth</b> 1:8			<b>f</b>
			<b>face</b> 47:18 <b>faces</b> 33:8 <b>facilitate</b> 14:2 <b>facilities</b> 18:17 20:14 21:1,21 22:15 24:9 25:19 33:1 36:10,16 45:23 66:10,13 <b>facility</b> 18:15 19:11 20:13 26:8 26:11,16 30:9 33:15 35:15 37:15 40:14,21,23 43:4 43:16 46:16 52:24 58:21,22 66:14,16



66:24 67:2,6,9,16 <b>facing</b> 44:10 <b>fact</b> 15:14 26:10 46:24 59:23 78:5 <b>failing</b> 69:18 <b>fair</b> 29:22 75:4 <b>family</b> 7:18 <b>far</b> 17:9 19:5 26:18 28:4,9 35:9 38:18 48:2 50:18 69:24 70:6 <b>farmer</b> 26:12 <b>fascinating</b> 22:14 <b>fashion</b> 49:16 <b>favor</b> 2:24 54:23 <b>feasible</b> 63:23 <b>february</b> 12:21 <b>federal</b> 15:7,12,23 16:6 51:11,17 52:10 53:10 <b>feed</b> 17:4 <b>feedback</b> 77:22 <b>feel</b> 22:24 <b>feeling</b> 14:12 <b>feja</b> 55:15 60:21 61:11,18 63:9 <b>fellow</b> 5:4 <b>felt</b> 21:18 59:6 <b>fields</b> 57:22 <b>figuring</b> 31:17 <b>file</b> 8:11 <b>final</b> 7:19 17:5 <b>finalized</b> 4:5 10:16 31:7 <b>finally</b> 8:17 <b>finance</b> 4:24 5:18 11:14 14:23 18:20 56:11 <b>financial</b> 9:18 15:10 70:2 71:19	<b>financially</b> 15:5 28:3 62:23 <b>financials</b> 8:1 <b>financing</b> 16:2 <b>find</b> 42:15 57:21 <b>finding</b> 42:9 <b>finish</b> 33:2 <b>finished</b> 68:7 <b>fire</b> 18:12 19:20 22:18 38:12,20 41:6,19 42:1,13,23 42:23 43:16,17 44:12,16,19,23 45:6,8,10,12 46:18 49:19 <b>fireman</b> 41:8 <b>firms</b> 25:15 <b>first</b> 3:10,18 10:6 12:14 35:21 36:9 46:14 53:16 76:21 77:17,21,22 81:5 <b>fiscally</b> 38:17 <b>five</b> 16:8 <b>fixtures</b> 71:9 <b>fledged</b> 14:6 <b>fleet</b> 18:14 19:11 35:14 <b>floor</b> 36:21 <b>focus</b> 44:20 <b>focussed</b> 41:16 59:16 <b>fold</b> 71:15 <b>folks</b> 2:4 22:8 42:6 42:10,20,21 48:17 59:8 69:10 74:5 74:24 <b>followed</b> 28:15 <b>footprint</b> 61:8 <b>force</b> 40:18 <b>forecasting</b> 33:1	<b>foregoing</b> 81:9 <b>formerly</b> 4:18 <b>forth</b> 14:19 15:10 59:10 <b>fortunate</b> 22:7 <b>forward</b> 5:6 9:1 11:11 14:3 20:8 41:2,11 47:19 48:3,12 53:21 57:2 59:13 67:14 78:17 <b>foster</b> 12:5 50:7 <b>four</b> 56:23 57:16 58:23 64:2 68:6 <b>framework</b> 13:15 14:7 16:15 <b>frankly</b> 42:8 <b>freight</b> 17:1 <b>friendly</b> 49:23,24 50:2 <b>front</b> 9:8,11 44:9 47:18 67:12 <b>fruitful</b> 23:3 <b>fuel</b> 66:22 <b>fueling</b> 66:15 <b>fulfill</b> 39:3 <b>full</b> 10:10,11 11:15 17:15 <b>fully</b> 6:16 14:6 59:6 <b>funded</b> 11:16 <b>funding</b> 77:4 <b>funds</b> 11:19 76:16 <b>further</b> 52:20 53:13 <b>furthermore</b> 30:22 <b>future</b> 10:1 22:20 39:24 40:3,16 55:15 57:22 60:9 66:4	<b>g</b> <b>game</b> 59:13 69:3 <b>garage</b> 36:11 37:1 <b>garages</b> 37:8 <b>garfield</b> 20:2 23:19 30:14 33:7 33:7 47:2,23 <b>general</b> 16:17 27:20 62:24 <b>generally</b> 26:19 <b>generating</b> 52:8 <b>generous</b> 70:15 <b>george</b> 1:5 6:8,19 8:18,22 20:20 26:19 39:21 46:9 68:2 71:3,3,12,18 79:8 <b>geotechnical</b> 16:22 <b>getting</b> 8:8 14:13 17:9 38:23 50:6 56:21 64:18,19 69:10 72:24 76:16 77:12 <b>give</b> 4:6,14 11:3 12:11 20:17 34:4 39:15 41:24 55:7 68:3 71:11 <b>given</b> 14:8 52:9 81:11 <b>gives</b> 68:23 <b>glad</b> 41:12 53:12 <b>global</b> 61:9 <b>gma</b> 26:3 27:14,24 28:16 29:4 <b>go</b> 5:9 11:22 17:3 19:23 21:21 27:1 42:3,3,3,11 49:17 49:24 64:16 72:7 <b>goal</b> 12:4 23:14 27:22 36:22 60:6 61:7 63:14 65:7
--	--	---	--

65:17 73:15,17 <b>goals</b> 14:15 24:18 28:18 32:17,19 34:20 60:3,11 65:19 <b>goes</b> 65:1 <b>going</b> 2:3 3:5 7:10 8:12 11:1 18:2 20:15 21:8 23:7 24:24 25:13 26:9 26:15 28:6 31:8 34:3 36:4 38:14 39:24 40:2,2,21 41:2 42:24 44:8 44:21,22 47:4,5,6 47:7,20 48:3 50:2 52:22 60:3,4 65:1 65:3,4 69:20 70:3 72:17,21 73:10,15 74:14,16,21 78:17 80:1 <b>good</b> 3:6 11:10 23:7 30:17 36:17 38:3,11 39:11,13 51:5 52:2 55:24 64:12 66:1 70:10 73:5,8 74:4,10 <b>gotten</b> 61:3 75:10 <b>government</b> 11:19 <b>grade</b> 10:6 <b>grant</b> 10:17 <b>granted</b> 17:2 <b>grateful</b> 4:11 8:15 53:19 74:8 <b>great</b> 9:17,20,24 17:19 25:13 26:2 26:16 35:24 37:12 38:2,7 39:3 42:20 44:19 45:5 52:4 67:10 70:11 71:16 71:17 74:19	<b>green</b> 65:15,15,21 <b>greet</b> 11:8 <b>ground</b> 7:1,15 56:9 64:9 66:22 <b>groundbreaking</b> 37:15 <b>group</b> 23:9 26:2,3 26:13 27:24 <b>groupie</b> 35:18 <b>grown</b> 9:21 <b>growth</b> 12:5 45:16 45:17 <b>guests</b> 18:5 24:3 46:20 <b>guys</b> 31:11 54:11	<b>height</b> 75:18 <b>held</b> 4:18,19 <b>help</b> 17:15 21:19 43:4 47:10 50:8 55:13,17 76:13 <b>helped</b> 71:16 <b>helpful</b> 30:21 36:5 41:21 <b>helping</b> 8:24 75:24 79:12 <b>helps</b> 55:21 <b>hey</b> 41:8 50:24 <b>hi</b> 6:11 <b>hiatus</b> 7:17 <b>high</b> 22:16 51:19 55:8 56:22 67:23 <b>higher</b> 68:12 <b>hire</b> 60:19 <b>hires</b> 74:7 <b>hiring</b> 25:6 28:19 30:5,6 32:16 37:3 37:4,4 <b>hispanic</b> 27:11 <b>historical</b> 16:21 <b>hit</b> 42:24 <b>hitting</b> 36:23 <b>hold</b> 42:17,17,18 <b>holidays</b> 80:3 <b>home</b> 36:11 78:20 <b>homebuyers</b> 78:23 <b>homes</b> 79:12 <b>honest</b> 74:12 <b>honored</b> 22:3 <b>hope</b> 5:5 17:20 44:2,7 45:1 46:13 48:12 <b>hopefully</b> 2:18 30:20 57:1 <b>hoping</b> 7:19 23:6 53:5	<b>hospital</b> 77:19 <b>hours</b> 52:17 <b>huge</b> 60:19 70:19 <b>huggins</b> 26:5,5 27:14 29:3,5,7 <b>huh</b> 10:16 <b>hundreds</b> 22:23 52:24 <b>hunt</b> 28:9 34:7 <b>husband</b> 7:21
			<b>i</b>
			<b>ibew</b> 65:23 <b>idea</b> 21:24 <b>ideally</b> 21:21 <b>identification</b> 43:8 <b>identify</b> 42:10 <b>illinois</b> 1:19,22 55:20 56:17,18 59:5 60:15,22 61:12,18 62:17,21 63:8 81:1 <b>immediately</b> 14:10 67:3 <b>impact</b> 48:19,20 48:24 49:10 52:4 <b>impacted</b> 57:17 <b>implemented</b> 44:24 78:3 <b>implore</b> 47:17 <b>important</b> 20:4 25:4 26:9 41:2 43:20 44:7,12 46:8,14,23 61:5 66:4 <b>improving</b> 74:13 <b>incentive</b> 52:5 58:7 <b>incentives</b> 51:9 52:10 55:16,24 58:6

<p><b>incident</b> 40:17</p> <p><b>incidents</b> 43:1 44:16 45:20</p> <p><b>include</b> 63:20</p> <p><b>included</b> 51:9 63:22 70:2</p> <p><b>includes</b> 70:7</p> <p><b>income</b> 55:22 78:22</p> <p><b>incoming</b> 42:20</p> <p><b>incorporate</b> 40:19</p> <p><b>increase</b> 60:3</p> <p><b>increasing</b> 30:12</p> <p><b>incredible</b> 25:21</p> <p><b>incredibly</b> 7:7,14 7:15,24</p> <p><b>incumbent</b> 42:21</p> <p><b>independent</b> 8:5</p> <p><b>indicated</b> 46:9 65:6</p> <p><b>individual</b> 76:7</p> <p><b>industrial</b> 51:22 51:23 78:14</p> <p><b>information</b> 16:21 17:14,20 68:24 69:12 74:14</p> <p><b>infrastructure</b> 1:1 1:16,17 9:23 16:24 19:24 20:5 68:9,16</p> <p><b>initial</b> 15:20</p> <p><b>initiative</b> 41:10 59:4 68:7</p> <p><b>inside</b> 67:11</p> <p><b>installation</b> 70:16</p> <p><b>installing</b> 74:3</p> <p><b>integrated</b> 74:14</p> <p><b>intended</b> 61:20 68:9</p> <p><b>intense</b> 7:7</p>	<p><b>intent</b> 34:21 50:5</p> <p><b>interact</b> 45:24</p> <p><b>interest</b> 56:14,22</p> <p><b>interested</b> 12:22 67:7</p> <p><b>interesting</b> 64:18</p> <p><b>interface</b> 74:23</p> <p><b>interpreting</b> 10:7</p> <p><b>interrupt</b> 71:3</p> <p><b>interrupted</b> 33:23</p> <p><b>intricate</b> 22:5</p> <p><b>introduce</b> 6:6 19:9 25:10</p> <p><b>introduced</b> 77:17</p> <p><b>introduction</b> 13:18</p> <p><b>introductions</b> 5:8</p> <p><b>inventory</b> 72:4,4</p> <p><b>invested</b> 70:20</p> <p><b>investment</b> 19:24 21:5 46:24 47:9 47:22 50:21 52:6 52:9 68:15 74:1</p> <p><b>investments</b> 47:10</p> <p><b>invite</b> 21:8,12 23:8</p> <p><b>invited</b> 11:9 13:5 19:1</p> <p><b>involved</b> 20:24 23:9 36:1,8 38:13 40:22 49:15</p> <p><b>issue</b> 76:24 77:18</p> <p><b>issued</b> 12:19 13:2</p> <p><b>issues</b> 2:19 6:22 8:2 37:13 74:18</p> <p><b>issuing</b> 73:12</p> <p><b>items</b> 24:3 66:4,7</p> <p><b>iterations</b> 38:13</p> <p><b>iterative</b> 24:19</p> <p><b>iteratively</b> 21:17</p>	<p><b>j</b></p> <p><b>james</b> 1:10</p> <p><b>january</b> 7:18 66:21 67:3,15</p> <p><b>jason</b> 1:7 6:2</p> <p><b>jim</b> 2:7,8,9 3:9 4:15,20,21 62:13</p> <p><b>job</b> 12:10 35:15 38:2,9 42:21 43:22,23,23 56:8 59:19 60:7,17</p> <p><b>jobs</b> 39:6 52:22 55:15 65:16,22 66:2 74:9</p> <p><b>johnson</b> 1:13 19:17 35:11 39:13 39:14 46:10 49:14</p> <p><b>join</b> 2:4 7:21 11:10 18:5,7 19:22</p> <p><b>joined</b> 18:24</p> <p><b>joining</b> 2:11 19:7 53:14</p> <p><b>joint</b> 18:3,22 20:7 25:8 28:11 29:12 29:13 38:14 44:14 46:10,16,18 48:7</p> <p><b>jorge</b> 4:18</p> <p><b>josh</b> 1:14 19:19 38:12 40:13 41:14 53:17</p> <p><b>jr</b> 1:9 5:16</p> <p><b>juices</b> 73:2</p> <p><b>julie</b> 1:18,23 81:5</p> <p><b>july</b> 2:16</p> <p><b>june</b> 13:6,20</p> <p><b>justice</b> 40:18 55:23 61:21</p> <p><b>jv</b> 27:2 28:2 29:8 29:10,15,20,22 30:4,5,8,11 31:3 31:17 32:8,9,16</p>	<p><b>k</b> 81:3</p> <p><b>keep</b> 10:24 43:15 73:12</p> <p><b>kevin</b> 1:13 38:23 39:14 42:20 53:17</p> <p><b>kick</b> 23:11</p> <p><b>kicking</b> 38:15</p> <p><b>kind</b> 9:2 13:7 16:9 17:7,17 21:4,11,19 22:5 23:23 30:8 36:8 37:23 39:24 40:3 45:20 46:2 49:21 50:7 51:2 55:13,17,21 56:7 56:10,16,24 57:19 57:24 58:3,6,15,23 59:8 60:6,17 62:23 63:4,13,22 65:9 66:2 68:2 69:2 70:4,12,23,24 72:14 73:1 74:20 74:23,23 75:14 76:13,23 77:9 78:1,8,16,17,17</p> <p><b>kinds</b> 25:22</p> <p><b>knew</b> 62:17</p> <p><b>know</b> 3:16,21 4:8 5:4,5 7:20 8:19 10:21 11:7 12:14 18:22 20:12 28:2 28:5 31:3,11,16 33:19,20 42:23 45:20 46:7,22 47:2,16 48:15 49:1,17,21,22 50:1 50:4,14,17,24 51:1 51:4,6 53:1,4,6,15 58:10 61:12 62:10 62:11,12 64:12,15 65:6,6,11 66:6</p>
---	---	--	---

70:22 71:12 72:10 72:16 74:1,10,21 74:24 75:1,9,14,22 75:22 76:1,19 77:1,3 78:8 <b>knowing</b> 40:23 <b>knows</b> 6:5 <b>kurt</b> 1:4 5:23	<b>legal</b> 13:14 14:6 16:14 <b>lenders</b> 78:24 <b>lends</b> 41:5 <b>leslie</b> 1:4 10:5,22 17:24 <b>leslie's</b> 14:22 <b>lethal</b> 40:18 <b>level</b> 22:16 29:22 55:8 72:22 <b>levels</b> 40:6 78:6,10 78:13 <b>license</b> 1:24 <b>life</b> 22:11 78:7 <b>light</b> 41:18 55:14 68:13 72:16,22 74:18 75:18,19 77:9,11 78:6,7,9 78:13 <b>lighting</b> 6:19,22 36:2 67:19 68:16 68:23 69:4 76:17 77:18,24 78:2 <b>lights</b> 67:22 68:13 68:24 69:13 70:8 71:8 72:11,16 74:2,22,24 75:13 <b>likelihood</b> 51:20 <b>line</b> 10:6,6 <b>lingenfelter</b> 1:7 2:22,24 5:19,19 <b>link</b> 50:20 <b>linking</b> 63:13 <b>list</b> 57:15 59:11 <b>listed</b> 12:23 29:14 <b>listen</b> 22:7 <b>literally</b> 8:19 43:10 72:8 <b>little</b> 9:17 20:9,20 25:10 26:18 27:17 35:8 41:18 43:6	54:15 76:2 <b>live</b> 30:14 44:15 45:10,12 46:11 63:3 72:7 <b>load</b> 55:7 <b>loans</b> 79:2,10,13 <b>local</b> 4:15 25:6 48:20 59:19 60:14 63:10 65:23 <b>located</b> 37:10 57:12 <b>locations</b> 66:17 <b>long</b> 38:24 <b>look</b> 5:6 39:23 41:2 53:21 60:10 67:14 <b>looked</b> 18:19 24:2 24:5,22 56:6 64:8 64:11 <b>looking</b> 3:20 15:14 40:6,15 41:11 45:16 46:24 49:2 49:9 55:19 58:24 59:13,21 60:1 63:3 <b>looks</b> 32:12 35:2 67:10 <b>loop</b> 12:8 <b>lot</b> 9:15 16:4 17:12 17:19 19:15,15 37:5,18 41:14 46:5 49:22 52:8 55:16 56:14,15,20 58:15 63:11 64:11 67:10,21 71:11 <b>lots</b> 42:9 65:2 <b>low</b> 30:8,11 55:22 56:2,9 78:22 <b>lucky</b> 7:15 <b>lucrative</b> 36:13	<b>m</b> <b>m</b> 1:4,10 <b>main</b> 59:23 65:17 66:14 67:9,12 <b>maintain</b> 11:14 14:24 72:21 <b>maintenance</b> 11:20 <b>major</b> 29:9 31:23 <b>majority</b> 28:15 34:13 <b>makeshift</b> 43:5,5 43:12 <b>making</b> 50:5 68:15 <b>mammoth</b> 42:4 <b>managed</b> 78:2 <b>management</b> 18:15 19:11 25:22 35:15 42:1 68:23 69:4 77:24 <b>managing</b> 6:22 8:14,20 76:6 <b>manner</b> 25:17 <b>map</b> 53:12 58:8,14 <b>march</b> 12:23 <b>marquises</b> 1:5 6:8 6:8 20:22 45:14 51:8,14 54:10 57:16 58:21 59:3 61:3 62:2,11 64:1 64:8 68:6 71:21 71:24 72:13 73:7 75:4,15 76:5 77:23 78:5 <b>mart</b> 64:6 <b>mary</b> 1:9 5:12 <b>mass</b> 46:11 <b>massive</b> 44:2 <b>material</b> 59:20 <b>math</b> 34:10,16
<b>l</b> 81:3 <b>l.l.c.</b> 12:24 <b>lab</b> 43:6 <b>labor</b> 4:19 60:14 61:24 <b>laborer's</b> 43:23 <b>lake</b> 1:19 <b>land</b> 56:7 57:4,4 57:21 63:17 <b>large</b> 16:20 65:10 65:12 78:11 <b>larger</b> 64:5 <b>largest</b> 43:17 45:8 <b>larry</b> 26:4 <b>late</b> 69:2 70:13 <b>launch</b> 8:6 <b>launching</b> 7:1 <b>law</b> 17:11 <b>lawndale</b> 47:1 <b>lead</b> 18:15 31:11 39:9 <b>leader</b> 65:13 <b>leading</b> 8:22 <b>lean</b> 9:16 <b>learn</b> 40:10 <b>learning</b> 40:11 <b>lease</b> 56:9 58:4,5 <b>leaving</b> 79:8 <b>led</b> 57:20 67:22,24 68:22 69:3,6 <b>left</b> 67:14			

<b>matter</b> 46:24 <b>matuszak</b> 6:11,11 <b>maximize</b> 64:3 70:16 71:9,10 <b>maximized</b> 21:5 <b>maximum</b> 72:19 <b>mayor</b> 4:10 12:6 37:16 <b>mayor's</b> 17:11 55:11 <b>mbe</b> 20:10 25:6,15 25:16 28:20 29:15 29:21 30:4 32:21 33:2,4 36:19,24 66:19 <b>mbe's</b> 27:5,6 <b>mean</b> 30:1,2 34:20 51:11 58:10 63:19 74:4 <b>meaning</b> 27:7 <b>means</b> 41:4 <b>measure</b> 69:12 <b>media</b> 26:13 <b>medical</b> 45:18,22 <b>meet</b> 7:5 47:24 50:2 <b>meeting</b> 1:2,15 2:1 2:16,17 3:5,10,11 3:17,21 8:10 12:17 22:18 65:18 81:8,11 <b>meetings</b> 3:8 52:14 <b>member</b> 5:18 <b>members</b> 4:8,10 5:4,6 20:10 25:10 61:1 <b>memory</b> 12:18 <b>mentioned</b> 32:4 <b>merchandise</b> 64:6	<b>message</b> 48:1 <b>met</b> 6:14 37:5 <b>metric</b> 58:3 <b>metrics</b> 73:23 <b>metropolitan</b> 1:20 5:14 <b>michael</b> 1:9 5:15 <b>middle</b> 68:8 78:22 <b>midst</b> 23:12 <b>midwest</b> 4:23 5:18 <b>million</b> 8:21 52:21 68:15 70:4,7,9 79:10,14 <b>mind</b> 35:8 <b>minimum</b> 57:7,24 63:16 <b>minority</b> 73:9,16 <b>minutes</b> 2:16 11:23,24 12:3,4 <b>mission</b> 59:7 <b>missions</b> 44:14 <b>misspoke</b> 51:14 <b>mitigate</b> 12:4 <b>mitigation</b> 40:18 <b>mix</b> 32:12 <b>model</b> 11:15 21:4 43:9 56:18 64:17 65:21 71:19 <b>modeling</b> 70:2 <b>modern</b> 39:4 <b>modernization</b> 68:10 <b>modified</b> 70:16 <b>money</b> 36:4,16 71:12 75:23 79:8 <b>month</b> 33:3 <b>months</b> 7:6 16:9 22:1 37:18 74:6 <b>morning</b> 3:6 19:22 38:11 39:13	<b>motion</b> 2:20 3:4 54:14 55:1 <b>motioned</b> 2:23 <b>mount</b> 7:15 64:9 <b>mounted</b> 7:1 <b>move</b> 2:21 8:24 9:5 17:24 18:6 19:1,4 36:18 48:12 57:2 78:16 <b>moved</b> 3:14 54:19 54:20 66:16 <b>moves</b> 14:3 <b>moving</b> 8:21 11:11 20:8 46:5 49:8 73:11 <b>multifaceted</b> 68:11 <b>multiple</b> 35:19,19 71:15 <b>mutual</b> 72:10 <b>mwrdr</b> 58:20	<b>negotiations</b> 13:5 13:17 14:4 <b>neighborhood</b> 53:3 <b>neighborhoods</b> 79:11 <b>nepa</b> 15:22 <b>network</b> 69:17 <b>never</b> 17:4 22:11 46:13 70:1 <b>new</b> 5:5,7,17 7:17 7:22 8:7 18:11,16 19:24 26:11 37:8 39:19 50:12 51:3 56:15,17 65:24 72:4,6,6 74:7,15 <b>newest</b> 4:8 <b>news</b> 73:8 <b>nice</b> 20:17 26:14 <b>night</b> 78:12 <b>nonprofit</b> 8:3 <b>north</b> 36:12 47:1 66:13 <b>northern</b> 5:20 <b>northwest</b> 51:22 <b>notary</b> 1:18 <b>note</b> 46:9 54:18 <b>noted</b> 59:5 <b>notice</b> 1:22 <b>notion</b> 23:1 <b>november</b> 12:20 37:16 73:13 <b>number</b> 9:21 13:21 18:4 24:3 29:24 30:8,11 33:11 56:6
		<b>n</b>	
		<b>name</b> 35:13 <b>nameplate</b> 72:24 <b>narrowed</b> 56:7 <b>national</b> 43:9 <b>near</b> 31:13 <b>necessarily</b> 39:3 <b>need</b> 17:14 20:23 22:15 23:17 30:12 40:16 41:2 43:21 43:23 44:16,17,19 45:4,5,6 47:14,20 76:17 77:3,3 <b>needed</b> 21:19 39:5 44:13,13 47:22 <b>needs</b> 21:20 22:19 39:4,7 41:19 45:16 <b>negotiation</b> 6:18 16:13	
			<b>o</b>
			<b>o'hare</b> 6:17 8:20 11:2,23 12:7,24 <b>oath</b> 81:6

<b>objectives</b> 24:18 <b>obtain</b> 56:11 <b>obvious</b> 46:6 <b>obviously</b> 12:4 24:23 25:3 27:21 35:10 77:8 <b>october</b> 9:14 56:13 <b>offers</b> 55:23 <b>office</b> 4:23 6:12 17:11 55:11,11 64:6 <b>officer</b> 41:9 49:22 49:23 50:2 <b>officers</b> 47:3 49:19 <b>offices</b> 3:17 42:18 67:12 <b>officials</b> 20:4 23:15 <b>offset</b> 76:13 <b>okay</b> 2:15 10:9,12 10:23 17:24 18:2 34:9 35:4 62:10 77:7 78:4 <b>old</b> 64:6 70:5 <b>once</b> 46:6 <b>ones</b> 15:24 52:2 <b>ongoing</b> 26:20,21 52:23,23 <b>online</b> 62:6 <b>open</b> 8:14 66:23 67:2 70:24 79:13 <b>opened</b> 66:23 <b>opening</b> 67:16 <b>opens</b> 67:1 <b>operate</b> 9:16 11:14 14:23 43:18 56:11 <b>operating</b> 4:16 9:6 <b>operations</b> 4:7 7:24 9:3 11:20 16:2 22:6 74:17	<b>opinion</b> 65:4 <b>opportunities</b> 37:9 50:21 78:16 <b>opportunity</b> 14:16 50:12,13,19 51:3 51:10,12 52:15,16 53:10 59:8 70:14 74:5 <b>opposed</b> 3:2 47:1 55:1 <b>option</b> 65:21,22 <b>options</b> 76:14 <b>order</b> 23:22 60:21 <b>orders</b> 73:12 <b>organization</b> 9:19 9:20 <b>original</b> 71:18 <b>originally</b> 3:11 <b>outages</b> 74:12 <b>outcome</b> 59:14 70:11 <b>outdated</b> 40:15 <b>outreach</b> 26:21 33:10 47:18 48:5 52:3 63:7 <b>outstanding</b> 79:4 <b>overall</b> 30:19 32:23 49:9 73:14 <b>overview</b> 55:8 <b>owned</b> 56:6 <b>ownership</b> 28:23 29:9 30:13 32:9	<b>parcels</b> 57:4,21 58:3 <b>park</b> 20:2 23:19 30:14 47:2,23 <b>parking</b> 42:9 65:2 <b>part</b> 12:16 16:14 16:16 29:7,15 30:3 31:18 32:2 36:1,19 41:7 43:2 48:3,5 51:22 61:22 63:3,14 65:5,6 67:3 72:2 73:1 75:10 77:11 78:23 <b>participate</b> 3:10 21:13 79:1 <b>participating</b> 4:3 <b>participation</b> 25:5 32:6,22 73:9 80:3 <b>particular</b> 21:14 55:19 <b>partner</b> 29:12 31:24 32:2 34:13 70:11 <b>partners</b> 17:12 21:15 24:17 25:1 26:4 27:2,4 28:11 31:18 71:7 <b>parts</b> 8:21 49:8 <b>party</b> 29:12 <b>passes</b> 3:4 48:10 55:2 <b>patience</b> 66:8 <b>patricia</b> 1:6 6:10 <b>patty</b> 4:2 7:23 8:15 <b>paying</b> 66:1 72:23 <b>payment</b> 78:21 <b>payments</b> 35:23 <b>pays</b> 36:3	<b>pedestrian</b> 78:15 <b>pencils</b> 30:21 <b>people</b> 42:22,24 43:7,24 44:1,20 45:9 52:24 53:4 60:20 63:13 66:1 66:5 77:12 79:12 <b>people's</b> 3:22 <b>percent</b> 28:2,16,22 29:2,21 30:6,10,19 33:2,2 34:2,3,11 36:23,24 56:3 64:21 73:3,5,15,17 73:17,18,18,19,20 73:22 <b>percentage</b> 27:20 29:8 30:13 31:2 31:17 33:5 <b>percentages</b> 27:2 27:16,24 34:20 <b>performing</b> 69:1 <b>period</b> 13:17 70:12 <b>person</b> 71:4 <b>personally</b> 8:18 <b>pete</b> 6:11 <b>phase</b> 40:11 <b>phoebe</b> 1:6 6:9 7:13,16 55:6 59:4 65:6 <b>phone</b> 2:7,8,9 3:11 4:15 <b>physical</b> 43:22,24 <b>picture</b> 14:18 29:20 30:3,4 67:14 <b>piece</b> 44:10 <b>pieces</b> 42:4 46:5 <b>pivotal</b> 22:5 <b>place</b> 2:11 23:23 47:4,5,7
	<p style="text-align: center;"><b>p</b></p> <b>package</b> 10:24 61:10 <b>packet</b> 54:3 <b>paid</b> 48:8,9 <b>panels</b> 65:11 <b>paramedics</b> 45:18 <b>parameters</b> 17:16		

<b>places</b> 43:24 <b>plan</b> 9:7 24:15 57:22 63:8 73:10 <b>planning</b> 1:20 5:14 39:20 49:2 52:12 57:19 <b>play</b> 24:23 78:18 <b>playing</b> 22:1 23:6 <b>plays</b> 64:17 <b>please</b> 4:1 <b>pleased</b> 4:20 5:2 21:23 <b>pocket</b> 70:3 <b>point</b> 14:13,23 18:19,22 26:22 33:6 39:5,10 42:16 48:7,17,19 52:5 60:4 78:3 <b>points</b> 52:2 <b>pole</b> 72:3,3 74:6,6 74:6 75:18 <b>police</b> 18:12 19:18 22:18 38:22 39:15 40:5 41:6,9,16 43:21 44:17,23 45:5 46:1,18 49:20 50:7 <b>pond</b> 64:10 <b>portion</b> 28:10,10 61:18 <b>position</b> 39:16 <b>possible</b> 8:3,7 62:17 69:8 <b>post</b> 64:6 <b>potentially</b> 49:1 <b>power</b> 65:19,21 <b>practices</b> 23:2 40:1 <b>precedent</b> 14:9 <b>predicted</b> 78:14	<b>predominantly</b> 30:9 33:13 <b>predominately</b> 33:16 <b>preferred</b> 15:19 <b>preliminary</b> 23:4 <b>prepare</b> 22:8 <b>prepared</b> 46:15 <b>preparing</b> 8:2 <b>prescriptives</b> 26:14 <b>present</b> 1:11 16:11 <b>president</b> 5:13 18:24 <b>pressure</b> 67:23 <b>presumably</b> 31:18 <b>pretty</b> 17:9 25:23 39:19 50:18 56:22 64:22 73:5 <b>prevent</b> 62:20 <b>previous</b> 12:17 34:21 <b>previously</b> 20:6 66:13 <b>pricing</b> 24:22 27:18 <b>primarily</b> 7:8 57:17 <b>primary</b> 27:15 <b>prior</b> 13:17 39:17 <b>prioritize</b> 24:14 <b>priority</b> 3:19 <b>prison</b> 43:12 <b>private</b> 50:21 52:9 <b>proactive</b> 59:4 78:7 <b>probably</b> 2:12 10:22 22:1 31:9 44:12 <b>problems</b> 42:10	<b>procedural</b> 40:18 <b>proceedings</b> 80:6 81:8,10 <b>proceeds</b> 36:15 <b>process</b> 4:4,9 12:11 15:16,23 16:16 17:9,18 19:3 20:21 21:4,8 22:17 23:5,10,12 24:6,20 26:19 35:9 38:19,20,21 57:19 62:16 71:6 74:9 <b>processes</b> 14:1 15:7 <b>procure</b> 18:21 <b>procurement</b> 6:23 7:1 12:16 13:13 14:14 18:18 19:2 20:9,21 21:3 <b>productive</b> 6:15 <b>program</b> 8:21 56:20 59:5 60:16 76:23 78:23 79:1 79:15,16 <b>programatic</b> 22:19 <b>programs</b> 60:20 <b>progress</b> 11:4 13:24 14:7 15:10 16:9 17:15 26:18 67:21 <b>progression</b> 15:6 <b>prohibitive</b> 62:20 <b>project</b> 6:17,22 7:13,15 8:24 11:5 11:11,16,18 13:8 13:10,22 14:8,12 14:19 15:2,11,17 16:3,10,18 17:6,16 18:1,4,10 19:5,13	20:5,18,22 21:14 23:16 24:15,18,21 25:1 26:18 27:23 30:13,20 32:22 33:3 35:21 36:2 37:7 38:14 39:9 39:20 48:10,13 53:20 54:1,1 55:6 55:9,13,20 56:12 56:16,16 59:11,17 59:24 61:7,19,24 63:18 65:7 68:9 68:19 70:1,10 71:17 72:2 73:14 <b>projects</b> 9:21,24 15:9 19:16 21:11 22:23 25:7 32:13 35:19 36:24 38:4 55:4,18,22 59:10 60:24 61:24 63:1 63:3,10 65:8,9 <b>prominent</b> 25:15 <b>promise</b> 23:24 <b>promote</b> 55:21 <b>promotional</b> 40:7 <b>properly</b> 47:12 <b>property</b> 36:13,14 65:14 <b>proposal</b> 11:22 <b>proposals</b> 13:3,4 15:20 59:22 61:4 <b>proposed</b> 16:23 54:8 <b>proposing</b> 29:21 <b>protégé</b> 25:17 <b>proud</b> 26:7 35:21 37:7 <b>prove</b> 64:24 65:7 <b>provide</b> 9:15 16:20 22:15 34:24 37:9 40:4 56:9
---	---	---	--

60:17 61:20 76:8 78:21 <b>provided</b> 17:19 68:10 <b>provides</b> 56:1 <b>providing</b> 37:6 55:16 <b>provision</b> 59:16 <b>public</b> 1:18 4:23 5:18 6:23 8:22 18:3,11 30:8 36:17 39:4 40:2,9 41:4,16 44:22 46:19 79:17,18 <b>publicly</b> 16:11 <b>pullman</b> 58:16,17 <b>purpose</b> 59:24 <b>pursuant</b> 1:22 <b>pursuing</b> 9:20 <b>put</b> 15:10 36:16 45:11 58:1 59:10 69:2 70:4 <b>putting</b> 6:20 7:9 8:16 47:18 71:8,9	76:1 77:16 <b>questions</b> 10:3,20 10:23 17:14,23 27:1 46:19 53:13 64:11 67:17 <b>quick</b> 5:8 12:11 31:6 67:17 <b>quickly</b> 24:2 49:13 66:8 67:9 <b>quite</b> 23:5 27:18 42:7 52:14 56:14 57:13 63:9,11 74:12 <b>quorum</b> 79:24	72:10,14 74:16,18 76:20,22 78:15 <b>realtime</b> 68:24 74:14 <b>reaping</b> 74:1 <b>reappointed</b> 4:10 <b>reasonable</b> 70:5 <b>rebate</b> 76:12,12 <b>rebates</b> 6:21 68:5 69:24 70:2,9,15,17 71:5,10 <b>recall</b> 11:13,21 66:11 <b>receive</b> 76:12 <b>received</b> 9:11 12:21 54:7 56:23 59:22 <b>receiving</b> 75:24 <b>recommendation</b> 23:15 <b>record</b> 25:6 53:9 66:20 <b>records</b> 30:18 <b>recruit</b> 40:7 <b>recruitment</b> 41:5 <b>redefine</b> 74:16 <b>reduce</b> 61:7 75:17 78:12 <b>reduced</b> 70:18 <b>reducing</b> 65:18 <b>reduction</b> 59:18 64:21 73:4 <b>refine</b> 69:15 <b>refined</b> 14:21 <b>refinement</b> 14:13 <b>refresh</b> 12:17 <b>regard</b> 72:15 <b>regarding</b> 15:12 <b>regardless</b> 77:4 <b>regularly</b> 34:22	<b>regulators</b> 15:23 <b>regulatory</b> 14:1 15:7 16:7 <b>relations</b> 44:9 <b>relationship</b> 37:11 50:8 <b>relatively</b> 38:9 73:7 <b>released</b> 56:13 <b>reliable</b> 68:13 <b>relied</b> 9:22 <b>relocation</b> 19:12 20:13 <b>rely</b> 11:18 <b>relying</b> 71:19 <b>remember</b> 12:14 29:7 <b>remind</b> 14:17 <b>reminder</b> 18:10 <b>remiss</b> 8:17 34:19 <b>renewable</b> 55:24 60:3,11 65:19,21 <b>repair</b> 66:14,16,24 67:2 <b>replacement</b> 36:10 36:15 66:9 <b>replacements</b> 37:1 <b>replacing</b> 66:12 <b>report</b> 21:23 35:22 73:9 <b>reported</b> 1:23 12:1 <b>reporter</b> 81:6,16 <b>reports</b> 69:16 <b>represent</b> 14:15 <b>requested</b> 63:7 <b>require</b> 63:17 79:21 <b>required</b> 60:16 61:1 <b>requirement</b> 73:19
<b>q</b>	<b>r</b>		
<b>q2</b> 8:9 <b>qualification</b> 12:22 <b>qualifications</b> 21:9 <b>qualified</b> 22:7 56:4 69:24 <b>qualifies</b> 27:5 <b>qualify</b> 60:21 <b>quality</b> 68:12 <b>quantified</b> 49:10 <b>quarter</b> 3:18 <b>quarterbacking</b> 12:10 <b>question</b> 31:1,16 33:24 44:3 50:10 51:5 63:1 74:21	<b>ralph</b> 1:10 5:8,10 18:7 62:14 65:10 <b>ramirez</b> 4:18 <b>reached</b> 79:17 <b>reaching</b> 63:2 <b>ready</b> 3:20 8:6 59:10 <b>real</b> 24:1 31:6 49:13 <b>realize</b> 3:7 7:4 <b>really</b> 7:9 8:24 10:6 12:9 14:1,11 14:15 16:20 17:15 20:17,24 21:4,19 22:5,18,24 23:14 25:12,18 26:1,7,7 26:14 28:13,23 34:22 36:12 37:6 41:12 42:8 44:7 45:15,17,22 46:2 46:23 53:18 55:17 57:20,22 59:6,16 60:2 61:19 63:19 64:3,18,23 67:10 69:7,14,15,21 70:10,18 71:16		



<b>requiring</b> 62:20 <b>research</b> 26:7 <b>residency</b> 73:19 <b>resident</b> 22:11 <b>residents</b> 59:19 73:20 <b>resolutions</b> 54:4,6 54:8 <b>resolved</b> 13:17 <b>resource</b> 10:2 <b>resources</b> 6:20 9:18 15:10 <b>respect</b> 40:20 <b>respond</b> 22:9,12 42:2 45:19 <b>responded</b> 13:1 <b>respondent</b> 57:1 63:14 <b>respondents</b> 24:7 <b>responder</b> 53:17 <b>responders</b> 21:2 46:15 77:21,22 <b>responding</b> 45:21 <b>responds</b> 74:18 <b>response</b> 3:3 74:12 75:2,7 76:2 <b>responses</b> 56:23 <b>responsibilities</b> 48:5 <b>responsibility</b> 15:4 <b>responsible</b> 15:1 15:24 16:6 38:17 <b>restaurant</b> 49:6 <b>result</b> 61:14 <b>retail</b> 53:7 <b>retrofit</b> 19:14 35:20 71:14 <b>return</b> 64:20 <b>revenue</b> 10:6,15 54:16	<b>review</b> 2:18 9:13 10:22 16:12 <b>reviewed</b> 54:14 <b>reviewing</b> 61:4 <b>reynolds</b> 1:13 19:9 33:16 35:7,12,13 43:4 52:13 <b>rfp</b> 13:1 21:13 26:19 56:8,13,23 59:15 60:16 62:16 63:7 <b>rfq</b> 12:19 <b>ribbon</b> 67:15 <b>right</b> 2:12,13 9:4 10:10 17:17 22:17 23:9,13,23 24:16 25:12 27:21 28:14 29:1,18 32:9 34:10,14,18 40:15 41:23 45:22 46:4 55:4 58:19 60:23 61:8 66:6 71:20 74:4 78:18,19 79:9,13 <b>rightfully</b> 32:5 <b>risk</b> 11:15 41:24 48:8,11 <b>riteway</b> 26:5 27:14 29:3,5,7 <b>rm</b> 27:11,11,12 <b>road</b> 36:9 62:22 <b>roads</b> 16:24 <b>roll</b> 42:14,15 <b>roofs</b> 64:11,12 65:3 <b>room</b> 49:16 67:13 77:5 <b>rose</b> 58:3 <b>roughly</b> 57:6 <b>round</b> 5:8	<b>run</b> 7:14 <b>running</b> 10:13 s <b>safety</b> 6:23 8:22 18:3,11 30:9 36:17 39:4 40:2,9 41:4,16 42:2 44:22 46:20 <b>satellite</b> 66:15,24 <b>save</b> 78:13 <b>savings</b> 35:22 36:4 56:3 71:14,15,20 73:2 <b>sawyer</b> 26:13 <b>says</b> 23:17 81:6 <b>scale</b> 16:21 46:13 <b>scenario</b> 46:3 <b>schedule</b> 8:8 <b>scheduled</b> 3:12 <b>scheduling</b> 3:8 4:2 4:4 <b>scheinfeld</b> 76:21 <b>schools</b> 49:24 <b>scope</b> 14:18 19:4,5 37:20 <b>scott</b> 1:9 5:15,15 33:4,19 44:6 46:21 48:23 49:12 50:14,17,24 52:23 58:4 63:15 73:8 74:20 75:5,16 76:10 77:7 <b>scott's</b> 48:17 <b>screen</b> 9:9 <b>season</b> 67:4 79:12 <b>seat</b> 4:17,18 <b>second</b> 2:22,23 3:18 31:13 43:17 45:8 54:21 <b>seconded</b> 54:22	<b>secondly</b> 75:8 <b>seconds</b> 12:3 <b>see</b> 9:14 17:4 29:6 32:14 33:9 41:7 49:18 52:19 53:5 62:23 64:16,16 65:2,3,8 67:12 69:14 <b>seeing</b> 50:6 <b>seek</b> 15:8 <b>seen</b> 42:16 48:22 51:9 <b>select</b> 57:1 <b>selection</b> 15:18 23:10 57:20 <b>sell</b> 36:14 <b>send</b> 45:9 <b>senior</b> 18:23 24:11 <b>sense</b> 32:11 <b>sensing</b> 51:7 <b>sent</b> 2:17 <b>sentiments</b> 47:13 <b>separate</b> 9:12 32:8 60:23 76:15 <b>separately</b> 10:22 <b>september</b> 66:24 <b>serve</b> 10:2 68:14 <b>service</b> 4:13 5:2 40:3,7 <b>session</b> 79:22 <b>set</b> 67:8 72:7 76:22 <b>settled</b> 27:18,19 <b>seven</b> 57:3 <b>shape</b> 49:15 67:13 <b>share</b> 40:23 <b>sharpen</b> 30:20 <b>shed</b> 41:17 <b>shined</b> 47:7 <b>shoes</b> 47:7 <b>shooting</b> 73:3
--	---	--	---

<b>shootings</b> 46:12 <b>short</b> 12:23 72:2 <b>shorthand</b> 81:16 <b>shortlist</b> 21:12 <b>shout</b> 7:12 <b>show</b> 41:4 <b>showcase</b> 45:3 <b>side</b> 20:4 25:15 27:3,3,4,14 28:8 30:16 32:4 33:6 34:8 41:16 46:23 57:14,17,18 60:2 68:20 75:12,12,13 75:16,17,21 <b>signature</b> 81:15 <b>significant</b> 21:5 32:1,5 37:2 64:22 77:13 <b>significantly</b> 37:9 <b>simple</b> 49:5 <b>simulation</b> 43:2,3 43:6,13 <b>simulators</b> 42:11 42:12 <b>sir</b> 41:22 45:8 <b>site</b> 24:15 25:21,23 56:12 57:8,18,20 58:10,17 63:20,24 <b>sites</b> 56:8,10 57:7 57:11 58:23 60:6 60:10 <b>situation</b> 77:14,14 <b>situations</b> 22:9 <b>six</b> 16:8 <b>size</b> 14:18,19 64:3 <b>sizes</b> 57:9 <b>slide</b> 27:1 <b>slightly</b> 68:3 72:19 <b>small</b> 9:21 29:24 53:3 61:17	<b>smaller</b> 55:21 60:6 <b>smart</b> 6:19,22 67:19 74:22 <b>snow</b> 67:4 <b>socially</b> 73:21 74:7 <b>sodium</b> 67:23 <b>solar</b> 7:2,14 36:8 55:6,13,14,17,20 55:22 56:2,11,16 56:18 58:17 59:5 60:15,22 61:6,13 61:18 62:17,21 63:8 64:9,17 65:2 65:3,8,9,11,24 <b>solely</b> 31:22 65:24 <b>solution</b> 13:11 <b>solutions</b> 15:15 <b>somebody</b> 62:6 <b>somewhat</b> 21:7 37:17 <b>soon</b> 3:20 4:5 17:20 27:17 48:13 53:22 59:11 60:11 <b>sorry</b> 30:24 31:6 33:23 34:10,17 57:3,15 71:3 <b>sort</b> 14:9,18 16:14 17:4,13 31:10,22 32:2,12 39:20 41:10,10 60:14 <b>sounds</b> 9:7 <b>south</b> 1:21 57:14 57:17 68:20 <b>space</b> 42:15 49:19 <b>speak</b> 52:16 <b>speaking</b> 69:23 <b>spearheading</b> 39:9 <b>special</b> 4:6,14 18:4 <b>specialized</b> 10:2 21:11	<b>specific</b> 37:21 52:15 76:7,8,24 <b>specifically</b> 4:19 41:19 50:15 <b>specifications</b> 13:16 <b>spend</b> 19:14 73:13 <b>spent</b> 11:8 16:4 68:17 73:15 <b>spikes</b> 69:18 <b>split</b> 34:12 <b>spoken</b> 12:6 <b>spot</b> 64:1 <b>spots</b> 75:11,20 77:13 <b>spread</b> 48:1 <b>spring</b> 3:22 <b>spur</b> 53:1 <b>ss</b> 81:2 <b>staff</b> 6:5 19:20 <b>stage</b> 19:1 20:9 <b>stages</b> 23:4 24:16 <b>staggered</b> 75:15 75:16 <b>stake</b> 28:23 <b>stakeholders</b> 21:18 <b>stand</b> 37:23 <b>standpoint</b> 43:7,8 43:9 <b>start</b> 2:15 4:7 5:9 64:15 65:4 73:14 <b>started</b> 2:4 21:24 60:8,9,12 <b>state</b> 18:16 23:2 39:2 61:14 81:1 <b>statement</b> 29:22 <b>statements</b> 12:22 <b>states</b> 43:18 45:9 <b>station</b> 66:15,23	<b>stay</b> 20:16 <b>stemming</b> 15:13 <b>stepped</b> 7:14 72:14 <b>sterling</b> 27:12,12 <b>stimulus</b> 61:10 68:14 <b>storage</b> 43:14 <b>stores</b> 65:12 <b>storm</b> 25:22 <b>story</b> 44:11,18 74:4,10 <b>strain</b> 16:3 <b>strains</b> 13:22 17:8 <b>strategy</b> 22:20 40:8 72:16 <b>street</b> 1:21 36:1,12 42:5 45:11 58:16 68:22 75:12,13 <b>streetlight</b> 72:3,7 <b>streetlights</b> 36:3 69:10 70:20 <b>streets</b> 70:18 <b>study</b> 48:19,24 <b>stuff</b> 46:2 49:5 60:7,10 <b>stunned</b> 37:17 45:17 <b>subcontract</b> 28:22 <b>subcontracting</b> 28:14 <b>subcontractor</b> 32:6 <b>subcontractors</b> 28:19 29:9 32:17 32:20 <b>submit</b> 21:9 <b>subs</b> 28:5 30:5 33:16,18 <b>subscribers</b> 64:18
--	--	--	---

<b>subscription</b> 56:2 <b>successful</b> 59:14 66:19 <b>suddenly</b> 36:13 <b>sue</b> 1:9 5:12 <b>suggesting</b> 50:23 <b>suite</b> 1:21 <b>suited</b> 21:21 <b>summers</b> 1:4 2:3,9 2:11,15,23 3:2,4 5:23,23 9:7 10:20 14:17 17:21,23 27:7 30:24 31:10 31:13,15,21 32:1,8 32:11,19,23 33:23 34:6,14 35:6 41:14 44:4 48:15 50:9,16 51:19 52:1 54:3,7,11,13 54:17,20,22 55:1 57:3 59:2 60:13 60:23 61:23 62:3 62:9,13 71:18,22 72:9 73:6 74:19 78:19 79:4,7,15,19 79:23 <b>superintendent</b> 49:14 50:4 <b>support</b> 7:8 11:12 <b>supposed</b> 64:20 <b>sure</b> 3:19 6:7 8:23 11:2 12:13 20:22 24:17 28:6 32:3 33:20 35:12 42:22 45:23 50:5 52:18 58:9 65:13 68:16 71:5,7 76:5,16,20 77:5 <b>surface</b> 13:11 17:3 17:4	<b>surprised</b> 51:23 <b>surrounding</b> 50:11 <b>sustain</b> 65:8 <b>sustainability</b> 55:11 <b>sweeney</b> 1:10 2:10 4:15 <b>sweet</b> 64:1 <b>sworn</b> 81:5 <b>system</b> 11:3,20,22 58:7 68:23 69:4 74:15 77:24	<b>taxes</b> 8:11 <b>team</b> 7:3,8,16 20:10 21:10 22:21 22:22 23:23 24:11 24:12 25:8,11,13 25:14,24 26:1,15 29:17 33:10 38:2 38:7 39:22 44:8 45:2 48:4 52:3,18 53:17 <b>teams</b> 12:23,23 13:1,8 24:2 <b>technical</b> 13:15 14:1 <b>technology</b> 13:9 13:15 69:7 <b>telephone</b> 1:10 <b>tell</b> 38:23 44:10,18 79:7 <b>telling</b> 29:20 <b>template</b> 14:9 <b>ten</b> 28:15,21 <b>tens</b> 22:22 <b>tentatively</b> 3:12 <b>terms</b> 27:3 31:15 41:23 42:1 47:22 56:17 <b>terrorism</b> 46:12 <b>thank</b> 2:5 3:7 6:13 8:18 9:1 10:19 12:13 17:22 19:6 20:19 35:5 38:6 39:8 41:14 44:4 53:11,14,17,19 54:11,12 55:3 59:2 78:19 80:2 <b>thankful</b> 7:7 <b>thanks</b> 17:9 35:12 54:10 <b>thing</b> 12:14 15:3 39:20 45:15 46:2	46:22 64:22 66:4 70:21,24 71:16 78:17 <b>things</b> 13:13 16:9 17:2 22:3,12 23:7 25:23 40:12,17 41:2 44:1 46:13 47:8,20 63:6 66:7 69:17 <b>think</b> 9:5,8 10:23 12:14,16,20 14:20 15:3 17:8,18,19,20 22:2 23:18,23 25:13 26:14,17,22 30:7,11,12,15,18 34:14 41:1,15,20 43:20 44:6 46:6,8 46:22 47:9,12,13 51:6,19 52:1,2,4 57:9 58:12 59:12 61:5 62:7 63:4 65:5 68:19 69:1,6 69:7,20 73:24 74:15 75:6 77:2 78:8,10 79:18,19 <b>thinking</b> 37:13 <b>thought</b> 22:11 64:4,15 69:20 <b>thoughtful</b> 24:6 <b>three</b> 17:8 20:14 40:6 64:2 66:16 <b>thrilled</b> 4:16,24 19:16 <b>throop</b> 36:12 66:13 <b>tight</b> 24:24 <b>time</b> 6:15,21 7:5 8:9 9:12 11:8,8 16:4 18:10 19:15 19:22 40:19 53:15 53:18 62:18 66:21
	<b>t</b>		
	<b>table</b> 18:7 21:16 23:3 79:8 <b>take</b> 17:2 35:15 69:14 <b>taken</b> 1:17 38:17 55:7 <b>talk</b> 3:5 7:10 18:3 18:5 20:7,9,20 25:10 49:17,22 55:5,5,8 <b>talked</b> 20:6,23 26:17,19 29:4 38:24 45:3 49:13 67:20 77:17 <b>talking</b> 18:9 34:6 35:8 36:7 47:17 47:21 51:15,16 57:5 63:12 65:10 77:23 <b>tall</b> 23:22 <b>target</b> 73:11 <b>targeted</b> 19:23 68:20 <b>tasked</b> 21:3 <b>tax</b> 50:12 51:3 52:10		

72:9,17 75:2,7 76:2 <b>times</b> 12:6 <b>tireless</b> 8:20 <b>today</b> 3:14 6:24 7:11 19:7,21 20:7 35:13 44:15 53:14 54:9 66:12 <b>toe</b> 64:10 <b>told</b> 44:11 <b>tom</b> 1:5 6:6,7 8:18 8:20 12:9 14:17 17:22,24 76:21 <b>tomorrow</b> 3:12 <b>ton</b> 61:13 65:8 67:21 <b>tool</b> 9:24 <b>top</b> 48:16 <b>total</b> 10:6 28:9,11 29:20 56:8 57:4 57:10 79:13,15,16 <b>touch</b> 15:4 <b>touching</b> 42:21 <b>tough</b> 4:3 <b>tour</b> 67:7 <b>toured</b> 67:6 <b>track</b> 25:5 30:17 37:6 70:8 <b>tracking</b> 71:22 <b>trades</b> 5:11 <b>traffic</b> 78:12,15 <b>train</b> 21:2 42:20 43:24 44:1 46:3 66:5 <b>trained</b> 22:13 69:10 74:9 <b>training</b> 6:23 8:23 18:3,11,17 19:17 36:17 39:6 40:1 40:13 41:17 42:6 45:10,13,18 46:10	46:18 59:19 60:8 60:12,17,24 63:10 65:24 <b>transaction</b> 13:24 14:2 <b>transcribed</b> 81:8 <b>transcript</b> 81:10 <b>transitioning</b> 70:13 <b>transmitted</b> 72:5 <b>treasurer</b> 5:24 <b>treasurer's</b> 6:12 <b>tremendous</b> 6:20 7:9 <b>tried</b> 34:19 48:1 62:16 <b>trip</b> 12:2 <b>trips</b> 11:24 <b>troubleshooting</b> 69:15 <b>trucks</b> 42:23,23 <b>true</b> 81:10 <b>trust</b> 1:1,16,17 5:20 38:8 <b>trusted</b> 9:22 <b>try</b> 4:5 53:7 <b>trying</b> 3:23 28:1 29:6 31:5 39:22 41:3 61:17 <b>tumbling</b> 65:4 <b>tune</b> 79:10 <b>tunnel</b> 13:10 <b>tunnels</b> 17:1 <b>turn</b> 72:21 <b>turned</b> 3:13 69:19 <b>two</b> 4:7 12:6 13:8 30:15 36:6 57:2 66:3 68:8,19 <b>tying</b> 12:6 <b>type</b> 13:12 25:18	<b>types</b> 15:9 25:19	<b>usually</b> 75:14
		<b>u</b> <b>u.s.</b> 22:23 <b>ubs</b> 4:23 5:18 <b>uh</b> 10:16 <b>ultimately</b> 36:20 40:3 <b>unanticipated</b> 69:23 <b>unaudited</b> 9:13 <b>unaware</b> 55:21 <b>underground</b> 13:10 16:24 <b>understand</b> 22:14 69:16 <b>understanding</b> 22:19 35:2 69:8 72:11 <b>understatement</b> 7:4 <b>understood</b> 24:17 25:2 32:3 <b>unfortunately</b> 44:15 <b>union</b> 61:1 <b>unique</b> 13:7 14:8 21:7 22:15 70:12 <b>united</b> 43:17 45:9 <b>unorthodox</b> 15:6 <b>update</b> 4:7 6:24 9:3 11:4 12:11 20:15,17 66:9 67:17 68:3 78:21 <b>upfront</b> 58:6 <b>upgrade</b> 36:16 <b>urban</b> 26:13 <b>urbana</b> 45:10 <b>use</b> 36:14 42:15 43:12 44:1 <b>useful</b> 78:7	<b>utilities</b> 17:1 <b>utility</b> 64:21 71:19 <b>utilize</b> 10:1 21:1  <b>v</b> <b>vacant</b> 42:9 56:7 <b>valuable</b> 37:14 38:3 <b>value</b> 9:15 28:22 <b>valued</b> 36:19 <b>variety</b> 57:9 <b>various</b> 15:14 16:23 <b>vendor</b> 11:15 <b>ventas</b> 5:22 <b>venture</b> 18:23 20:7 25:8 28:11 29:12,13 48:7 <b>vice</b> 18:24 <b>view</b> 64:9 <b>viewed</b> 36:21 <b>vignette</b> 41:24 <b>vision</b> 23:17 <b>visionary</b> 9:23 <b>visit</b> 72:3 <b>vital</b> 46:2 <b>vote</b> 8:10 54:2  <b>w</b> <b>wait</b> 34:9 <b>walsh</b> 1:18,23 81:5 <b>want</b> 7:12 8:9 12:9 16:10 20:20 30:1 40:8 41:7,8,8 46:21 47:15 48:6 49:14,18 53:13 54:6 55:5,5,7 61:15 62:5,19 65:20 67:19 68:2 68:4,16 71:2,11 73:8 75:2 79:7

<b>wanted</b> 4:6,14 9:1 11:3 24:14,17 25:1 32:3 39:20 59:9 62:14 64:23 65:12 66:8 75:1 <b>wants</b> 49:17 53:4 <b>ward</b> 5:16 6:3 20:2 57:14,15 76:17 79:5 <b>wards</b> 57:16 79:3 <b>warmer</b> 2:12 <b>warming</b> 61:9 <b>water</b> 25:22 <b>wattage</b> 70:18 72:24 <b>way</b> 22:2 23:6 24:21 28:12 37:12 37:13 42:24 46:3 49:15 62:22 68:18 69:2 71:17 78:3 <b>wbe</b> 20:10 25:6 28:20 30:5 32:21 33:2 36:19,24 66:19 73:17 <b>we've</b> 54:5 56:10 67:20 75:10 <b>website</b> 58:9 <b>week</b> 72:8 77:20 <b>weeks</b> 7:20,22 56:23 <b>weightlifting</b> 43:13 <b>welcome</b> 4:6,14,21 5:2 6:13 19:16,21 67:6 <b>welcoming</b> 7:17 <b>went</b> 4:8 12:16 74:6 <b>west</b> 19:24 20:1,2 20:4 23:18 30:14 30:16 33:6,7	46:23 57:18 68:20 <b>widely</b> 12:1 <b>willing</b> 15:9 <b>wind</b> 66:1 <b>windfall</b> 75:10 <b>winning</b> 15:18,19 <b>wish</b> 47:1 <b>wishing</b> 7:21 <b>witness</b> 22:4 46:6 <b>women</b> 37:4 <b>wonder</b> 41:17 <b>wondered</b> 75:9 <b>wonderful</b> 70:21 <b>wondering</b> 76:11 <b>work</b> 3:16 4:2 9:15,17 13:11,22 16:3 17:8,10 19:2 19:3 21:15,17 25:1 26:15 28:7 28:12,14,17,20 30:12 32:17 37:19 38:7 48:11,18 51:8 52:4,19 53:7 53:20,24 60:20 73:12 76:18 77:2 <b>worked</b> 16:19 19:13 24:12 30:16 35:20,24 56:21 76:19,22 <b>workers</b> 60:24 <b>workforce</b> 20:11 22:8 25:7 26:10 63:10 <b>working</b> 4:20 5:6 6:21 7:3,5,24 8:5 8:8 11:4 13:19 14:5,11 15:21 17:13 18:13 19:15 20:3,14 22:4 25:15 26:8 27:23 36:20 39:21 41:12	41:13 48:7 52:11 53:6 56:24 62:23 68:8 71:7 75:9,23 76:6,10 77:13 <b>works</b> 3:23 28:1,3 58:7 <b>world</b> 22:24 <b>wraparound</b> 40:8 41:10 <b>wrong</b> 34:10,17 50:1
		<b>y</b>
		<b>yard</b> 43:12 <b>year</b> 3:8,18 5:7 8:1 8:7 10:10 35:23 35:23,24 55:12 57:2 58:5 66:22 68:6,7,8 71:13 <b>years</b> 20:23 57:23 58:4,6 64:13,22 72:20 <b>yield</b> 23:7 69:21 <b>yielding</b> 38:19
		<b>z</b>
		<b>zone</b> 50:13,19 51:3 51:12 53:10 <b>zones</b> 50:12 51:10 52:15,17